





## EUROPEAN NEWS

## Turkey-IMF effort to reach stand-by accord abandoned

BY DAVID BARCHARD

TURKEY AND the International Monetary Fund have abandoned attempts to seek a new stand-by agreement for 1985-86 after two months of talks. Negotiations are expected to resume in the late summer and will presumably focus on the prospects for 1986.

Turkey's last one-year stand-by agreement with the IMF expired early last month. Though stand-by assistance, around \$225m last year, is no longer important to the country's overall balance of payments position, there must be some disquiet at the apparent rift with the Fund.

Since 1980, Mr Turgut Ozal, the Turkish Prime Minister, has emerged as a dutiful disciple of the Fund's policies and Turkey has been regarded as something of a test case for IMF programmes. Now, it seems that Mr Ozal and the Fund have fallen out, as many other governments have done, in a dispute over the need for growth.

The Fund is believed to have pressed Turkey to take

immediate measures to cut its budget deficit and to lower its growth targets in order to help improve the current account balance.

Last year there was a budget deficit of TL 9,000bn (£14bn), the equivalent of 5 per cent of gross national product. Turkey believes that measures already taken will reduce this to 1 per cent of GNP this year and so help bring down inflation. At 53 per cent in 1984, this was double target levels.

The current account was \$1.4bn (£1.1bn) in deficit last year and is likely to run at a comparable level in 1985.

The Government believes that high growth rates are needed to prevent Turkey's social problems, notably a 2.3 per cent birthrate and 20 per cent unemployment, getting out of hand.

However, despite 4.7 per cent gross national product growth last year, inflation was approximately double target levels at 53 per cent.

## Mubarak on historic state visit to Ankara

By David Barchard

PRESIDENT Hosni Mubarak of Egypt arrived in Ankara yesterday on the first visit to Turkey by an Egyptian head of state for 70 years.

The visit sets the seal on three years of efforts by both countries to overcome their traditional rivalry. It will keenly interest the U.S. which has long been prodding Turkey to switch from its friendship with radical Arab states, such as Libya, and line up with other Western allies in the region.

Both countries maintain diplomatic links with Israel and receive considerable U.S. aid. Since 1979, Turkey has replaced Iran as the U.S.'s closest military and strategic partner in the region, though it has consistently tried to remain on good terms with all Middle Eastern countries.

President Mubarak is being given the full red carpet treatment by the Turks, but the immediate results of the visit are likely to be confined to greater economic and cultural co-operation. Turkey's economy is substantially more advanced than Egypt's and there have been several minor Turkish investments in Egyptian industry.

The two countries are likely to co-operate closely in Islamic forums from now on. In 1984, Turkey played an important part in getting Egypt readmitted to the Islamic Conference — something the Egyptians have not forgotten.

The Gulf War and efforts to end it are expected to be discussed during the talks, with Egypt perhaps privately asking Turkey to step up economic assistance to Iraq.

Patrick Cockburn explains Moscow's difficulties in providing goods people want to buy

## Price of success is eternal subsidies

FACTORIES in the centre of the Soviet Union have a unique method of disposing of poor quality goods that nobody wants to buy.

The goods are sent north to the Arctic regions during the brief summer period when the ice melts and they can be shipped to settlements accessible by boat.

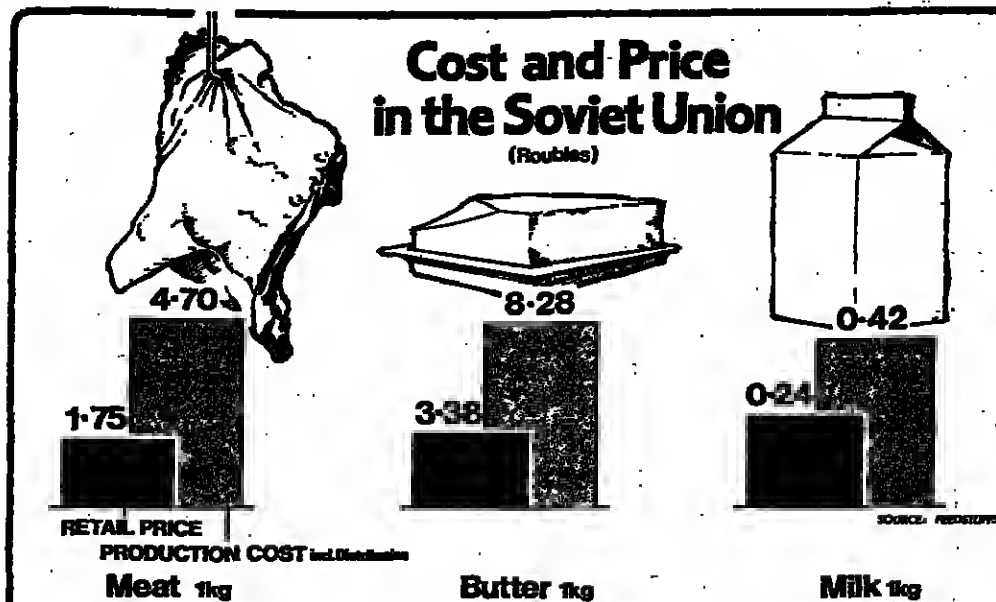
Even in these isolated villages the goods normally remain unsold. But the shops cannot return them to the suppliers because, by this time, the sea has frozen over again. Factory managers can thus claim that they have met their production targets.

The example is extreme, but it does illustrate some of the perils facing the consumer in the Soviet retail system. Mr Mikhail Gorbachev, the new Soviet leader, has repeatedly said that the quality of consumer and capital goods must be raised.

How does it happen that one factory puts out an old-fashioned product of low technical quality consumer goods that do not respond to what the public wants, yet still goes on as normal and sometimes even thrives? He asked a meeting of industrial and agricultural managers in Moscow last month.

He plans to improve matters by making individual plants and enterprises more responsive to the needs of their customers. Managers, workers and farmers are to see real financial rewards for gains in productivity and the output of quality goods.

But getting products of the right quality and quantity is not merely a question of more money and better organisation. The problem is intimately linked to the prices charged in the shops. If the consumer wants goods of better quality, he or she will have to pay more. Economic logic would suggest.



The state is already burdened by the cost of heavy subsidies for basic commodities. Meat, eggs and milk are subsidised at a cost of 40bn roubles (\$40bn) a year.

In some respects the present problem is a consequence of the success of the past policy to provide for people's basic needs almost free. Staple foodstuffs, accommodation, transport, education, health, gas and electricity have all been very cheap or free for several decades.

Rent for state housing is on average 3 per cent of individual income, a kilo of meat in a shop costs two roubles (£2) and it is possible to go anywhere on the Moscow metro for five kopecks (50).

This contrasts with the high prices charged for cars, or for goods of purportedly superior quality. In the farmers' markets, for instance, where prices are not controlled, a good cut

of meat costs eight roubles a kilo. Three tulips cost four roubles.

The problem with this two-tier system is that real incomes have risen sharply over the past 15 years. Cash wages rose by 150 per cent between 1965 and 1980. Savings in the banks between 1975 and 1983 almost doubled to 187bn roubles.

The result is that even a more efficient agricultural system would have difficulty in satisfying the growing demand for the cheap subsidised products. Farmers have a major incentive to cultivate their private plots, growing produce for which they can command exorbitant prices, rather than to put more effort into the state farms on which they work.

Even though deliveries of meat to the cities increased from 5.3m tons in 1965 to 10.3m tons in 1980, this did not cover the growth in demand.

lamented Mr V. Tikhonov, a senior agricultural economist recently.

The inability to meet the growth in demand over the past 20 years is shown not only by the very high prices on the free market for better quality goods but by the rapid growth of the black market.

The black market expanded rapidly during the 1970s and early 1980s, and now meets much of the demand for services. A survey shows that 33 per cent of petrol purchased by private motorists is bought cheaply on the black market.

In some areas the black market is expensive—the need to pay doctors for quality medical care which is supposed to be free is resented by ordinary people. Official attacks on "discipline and corruption" by Mr Gorbachev, echoing a theme of his predecessor Mr Yuri Andropov, evoke popular

approval. A comprehensive programme for the improvement of consumer services has been drawn up and will stand alongside the food and energy programmes as a priority for investment. It is unlikely, however, that the price of basic goods will be changed because of the state's political commitment to its citizens.

Higher prices are indeed likely to be associated with the shift towards better quality products, because such goods cannot be produced unless the suppliers see higher rewards. Last summer an experimental agrarian and industrial enterprise, called Kuban, combining farms, factories and shops was set up in Krasnodar in the south.

Its annual sales are estimated to be 365m roubles. Part of its output goes to the state at existing purchase prices, and the rest is sold through its own retail shops at prices decided by the Kuban company.

The company has to meet its own production costs without subsidies, so its prices are higher than those in the state shops. But the Kuban shops have eight different types of sausage meat, cheap hams and other meat products found nowhere else in Krasnodar.

Departments and ministries in Moscow at first tried to instruct Kuban on the types and quantities of products to grow or manufacture and the prices at which they were to be sold. Other ministries tried to sequester part of the company's equipment, says the managing director.

But Kuban retained its independence and the pricing structure it uses is likely to become increasingly common in the Soviet Union. "Our work will be judged only by the quality and quantity of goods we place in the shops," says the manager of this new enterprise.

## Hellenic Shipyards sale talks hang in balance

By ANDRIANA IERODIACONOU IN ATHENS

THE SAGA of whether Greece's Socialist Government will buy Hellenic Shipyards, the yard owned by shipping magnate Stavros Niarchos which closed in April because of financial losses and chronic strike problems, entered a new chapter this week. Each side is giving different accounts of where negotiations stand now that the May 14 deadline has expired without agreement.

Mr Gerassimos Arsenis, the Economy and Finance Minister, said yesterday that the two sides have agreed to extend the negotiations, giving the yards' management time to supply more information on its finances, and the Government a chance to assess this information.

Hellenic Shipyards, on the other hand, say negotiations are off unless the Government accepts the price of \$14m set in April. They say that the state-controlled Hellenic Industrial Development Bank, which is leading the negotiations for the government, considers the price too high, that the yards' financial position is less rosy than suggested, it wants more facts and figures before making a decision.

However Hellenic Shipyards have offered to extend the deadline for the conclusion of negotiations until mid-June if the Government agrees to the \$14m price.

The advantage for the Government would be that any signing of the deal would be done after elections on June 2. The Socialists cannot afford politically to be seen to be hesitating over buying Hellenic Shipyards, because the company is one of Greece's largest single industrial employers, were the yards to close 4,700 jobs would be lost. On the other hand, the Government is loath to pay \$14m, just to buy the problem of turning the yards' performance around. Losses total some \$42m in the past three years.

According to the company, the yards' net worth is \$100m, while long term debts total \$20m, about 60 per cent of which are in foreign currency. Hellenic Shipyards is happy to obtain a commitment on the part of the Government's dilemma price but would be satisfied to postpone final agreement on the sale until after the election, which is expected to be a close contest between the Socialists and the Conservatives.

If the latter win the company's hope would be to be able to proceed with the sacking of about 2,000 workers which is thought to be essential if the yards are to survive.

## Phillips plans safeguards as oil field sinks

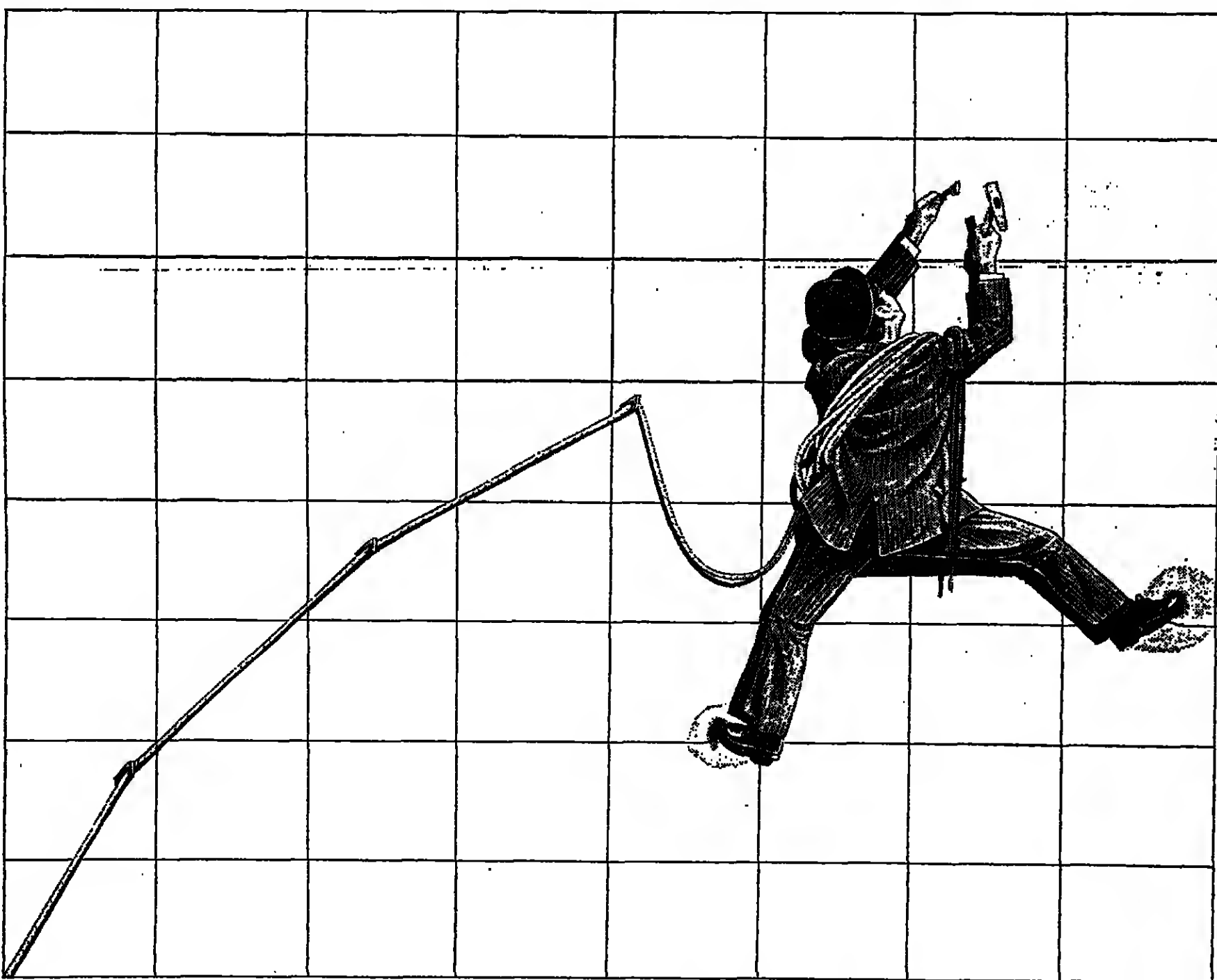
By Fay Gjester in Oslo

A PLAN to "safeguard" personnel and installations on Norway's Ekofisk oil and gas field, where the seabed is subsiding, has been submitted to the Norwegian authorities by Phillips Petroleum, the field's operator. It may have come too late, however, to prevent "intermittent, costly production shutdowns".

Emergency measures are needed because extracting from the reservoir has lowered the seabed, bringing platform decks closer to the sea and increasing the chances of flooding.

Phillips' plan is based on the assumption that the field is still sinking—at the rate of about 50 cm a year. However, this is a "worst case" assumption, not so far proven. The company will not say exactly what steps are envisaged, but evacuation of parts of the platform during storms is almost certainly one of them. Another is relocation of the field's own associated gas, or even bought from other North Sea producers, to slow the subsidence, and rebuilding of platform decks.

The Norwegian Petroleum Directorate is understood to believe that the seabed is subsiding by at least half a metre annually, and that periodic shutdowns will be virtually unavoidable.



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# EUROPEAN NEWS

## Vienna meeting fails to boost hopes for arms talks

By Robert Mauthner and Patrick Blum in Vienna

NEITHER the Soviet Union nor the U.S. have made any significant concessions which would justify a more optimistic view of the prospects of the nuclear arms control talks, due to resume in Geneva at the end of this month.

That, in broad terms, was the opinion of Western officials, following the bilateral talks in Vienna on Tuesday between Mr George Shultz, U.S. Secretary of State, and Mr Andrei Gromyko, his Soviet counterpart.

The U.S. and Soviet foreign ministers had another unscheduled discussion yesterday lasting 10 minutes, following official celebrations of the 30th anniversary of the Austrian state treaty which gave Austria its independence 10 years after the end of the Second World War.

Nothing was revealed, however, about the subject matter of their brief discussions, from which Mr Shultz emerged smiling and relaxed.

The foreign ministers of the other four Nato countries attending the ceremonies - Britain, France, West Germany and Italy - were given a confidential briefing yesterday by Mr Shultz on the outcome of his talks with Mr Gromyko.

What has emerged from the various bilateral and multilateral meetings of the past two days is the assessment by Western officials that the Geneva arms control talks are still expected to be "a very long haul."

Certainly, any hope of a quick breakthrough has been scotched by the continuing deadlock over President Ronald Reagan's Strategic Defence Initiative (SDI), popularly known as the star wars project.

The Soviet's persistence in linking progress towards the reduction of long-range and medium-range offensive nuclear missiles with the abandonment by the U.S. of SDI, is matched by Washington's stubborn intention to develop a space-based defensive system, however much opposition this may provoke from Moscow.

There were indications yesterday that Mr Shultz and Mr Gromyko were planning to meet again on August 1 at Helsinki on the occasion of the 20th anniversary of the agreement setting up the European Conference on Security and Co-operation.

However, a meeting between the U.S. and Soviet ministers is still dependent on a formal decision on the level at which the Helsinki commemorations are to be held.

By the beginning of August it should be clear whether progress at the Geneva arms control talks and the Ottawa conference on human rights has been substantial enough to allow a summit meeting to be held with some chance of success between President Reagan and Mr Mikhail Gorbachev, the Soviet leader.

## Swedish inflation rate set to rise

By David Brown in Stockholm

SWEDEN'S decision to tighten monetary policy will push the annual inflation rate above its previous high for the year - 8.1 per cent at the end of March - by the end of this month, Statistics Sweden (SW) warned.

A Government-imposed general price freeze succeeded in slowing the growth in consumer prices in April, but the annual rate still stands at 7.9 per cent.

The central bank's decision to boost the discount rate by two points to 11.5 per cent, which has given Sweden virtually the highest interest rates in the whole of Europe, will add a further 1 per cent to the index, irrespective of other price developments, the SCB forecasts.

It now appears certain that the Government, which faces stiff opposition in the general elections this September, will fail to bring the inflation rate to its 3 per cent target by year's end.

The stock market plunged to its lowest level this year to close at 471.5 on the Veckans Affare index yesterday. Some SKr 10bn (\$1.1bn) have been wiped off the value of the market since Monday. Money market rates eased slightly yesterday, and the krona steadied against its currency basket.

Mr Ole Lindgren, chief economist at Skandinaviska Enskilda Banken, Sweden's largest commercial bank, said that the Riksbank's interest rate move would have little impact on the country's underlying economic problems.

He called for quick moves to cut the budget deficit - through a reduction in transfer payments to local authorities and lower subsidies - as well as strong steps to make the public sector more effective.

The administration has moved to postpone budget outlays of some SKr 1bn as part of its crisis programme to dampen private consumption.

The Communist Party, whose votes are necessary to ensure parliamentary passage of the emergency measures, warned yesterday that it has not yet decided whether it will support the package.

Among other things, it must study the impact of interest rate increases on the lower-paid and unemployed, said Mr Bertil Maabrink, the party whip.

Meanwhile, there was little hope of an early resolution to the two-week civil servants' strike and lock-out, which has severed all domestic and international air traffic and badly disrupted Swedish trade.

Under the first financial protocol, in effect for the last five years, Yugoslavia got from the EIB Ecu 200m plus an additional Ecu 60m, all used for infrastructure projects, like highway construction, railway modernisation and construction of a power transmission grid.

Taking into account inflation, the Ecu 200m would amount to Ecu 280-300m now. Those against the Commission's proposals would like the amount of loans over the next five years not to exceed that, but are especially against the precedent-setting aid from the Community budget. An attempt to reach a compromise by Italy at the last council meeting under which Yugoslavia would receive Ecu 350m from the EIB and Ecu 40m from the budget also failed.

## Yugoslavia pursues EEC loan

By Aleksander Lebl in Belgrade

YUGOSLAVIA hopes that the EEC Council of Ministers will revise its position regarding the financial protocol with Yugoslavia and accept the EEC Commission proposed mandate for negotiations.

At their last meeting ministers rejected the proposal that Yugoslavia be given Ecu 400m (\$322m) European investment bank (EIB) loans during the five year period to 1989 and an additional Ecu 60m from the EEC budget to subsidise interest rates on those loans.

The main opponents of that proposal, strongly advocated by M Claude Cheysson, Commissioner in charge of the Mediterranean, were West Germany, Britain and the Netherlands.

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## Bonn plans unlisted securities market

By Rupert Cornwell in Bonn

THE WEST GERMAN Government has carried its intended rejuvenation of the country's stock markets a stage further, by approving draft legislation for the introduction of what will amount to the equivalent of Britain's unlisted securities market.

The measure, ratified by the cabinet yesterday, is expected to go before Parliament after the summer break. Its prime purpose is to encourage small and medium sized companies, hitherto scared off by the high fees and exhaustive regulations of the official market, to turn to the stock markets to raise fresh funds.

The proposed Bill aims to tackle these problems by cutting the charges demanded of market hopefuls, reducing sharply the details currently demanded in prospectuses for listing on the main market, and lowering the minimum amounts permitted to be raised.

Applicants, moreover, will be subject to less rigorous scrutiny over their past performance, and over the spread of ownership of the new shares. Unlike the official market, entries to the new market will be known, need not have a bank or other credit institute to back their application, should they not wish.

Although the Government's move complies with a string of directives from the European Commission, it fits in with its broader strategy of fostering initiative and enterprise by making life easier for new, small companies.

The Finance Ministry said last night that the decision should also be seen as a contribution to the harmonisation of stock market regulations in member states of the Community, and towards the creation of a genuinely integrated EEC capital market.

Of more direct concern, however, will be the effect of the new market segment upon the already existing and less regulated *gergelle Freiverkehr*, or over-the-counter market, which it may considerably overlap.

The Ministry said that the over-the-counter market would be left in place, and that it would be up to traders themselves to determine future developments. The *gergelle Markt* will stand somewhere between the official market, tightly controlled and in practice limited to large concerns, and the over-the-counter market.

## France to repay part of EEC loan early

By David Housgo in Paris

FRANCE intends to repay early part of a \$1.24bn loan contracted with the EEC in 1983.

The Government wants to defuse opposition criticism of the sharp increase in foreign debt under the Socialists and encourage confidence in the franc and its own managing of the economy.

M Pierre Berégovoy, the Finance Minister, described the move as reflecting "the current health of the franc and the improvement in the foreign exchange reserves."

It coincided, however, with the release of provisional consumer price figures for April showing inflation over the first four months of the year is still running at a higher rate than the Government's target. Consumer prices rose by 0.7 per cent in April giving a cumulative increase for the first four months of 2.5 per cent.

The \$1.24bn Eurocredit formed a part of the Ecu 4bn (\$3.7bn) that France raised with the Community in May 1983 to boost the foreign exchange reserves after the March devaluation of the franc.

It carried a coupon of 8 per cent above Libor with a maturity of seven years. The capital was repayable after three years.

M Berégovoy said yesterday that the amount to be repaid had yet to be negotiated with the Community but officials indicated that it would be sizeable.

Apart from political motives, the pre-payment is in line with the government's policy of encouraging public sector enterprises to refinance costly high interest debt. The Government has itself also largely liquidated the estimated \$2bn borrowed from Saudi Arabia in 1982.

France's outstanding medium and long term debt rose from FF 187bn at the end of 1981 to FF 525bn at the end of last year.

## Higher Interest

Should Britain pull out of CERN, Europe's high-energy physics research centre at Geneva, to concentrate more resources on strategic areas of science like biotechnology and advanced computers?

Do the science parks that so many universities and polytechnics have set up next to their campuses to attract high-tech companies really open up an exciting new dialogue between academy and industry?

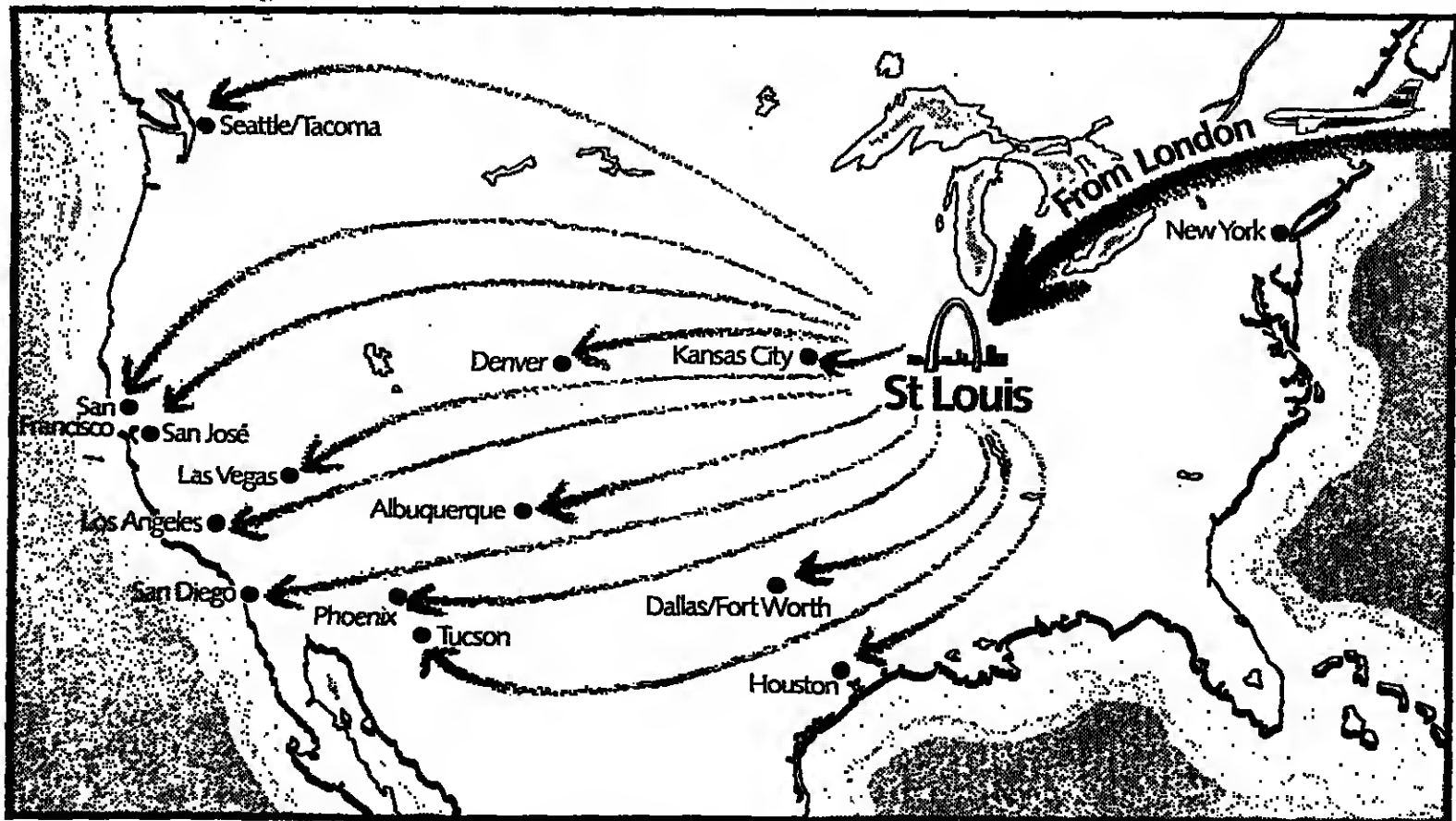
Are universities managed efficiently - or should they take a leaf out of industry's book and be run more like businesses, as the recent Jarratt inquiry has recommended?

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## OVERSEAS NEWS

Canberra  
vows to  
rein in  
spendingBy Michael Thompson-Noel in  
Sydney

THE AUSTRALIAN Government claimed yesterday that its mini-budget on Tuesday, which outlined spending cuts of A\$1.3bn (£720m) for 1985-86, had convinced observers that it was serious about reining in expenditure.

However, there was criticism yesterday that the Government had wielded a blunt knife and sought to minimise the political cost of a major attack on spending would have entailed.

In Parliament yesterday Mr Paul Keating, the Treasurer, who faces a looming battle over tax reform—said the Government planned to reduce the public sector borrowing requirement for 1985-86 to about 6 per cent of gross domestic product from about 7 per cent.

He said that borrowing by the Federal Government in 1985-86 would be held to well under 3 per cent of GDP.

The Government has also vowed not to raise tax revenues as a share of GDP; to cut expenditure further; and to reduce the federal budget deficit to below the A\$6.7bn expected in the current year.

Mr Keating and Prime Minister Bob Hawke are making a concerted effort to re-establish the Government's authority, following a series of reversals—and a wily Australian dollar—since early February.

Apart from tax reform, the Government faces a major test at the next national wage hearing in September. Mr Keating said yesterday that the six-monthly wage hearing would proceed as scheduled. But he said that the hearing of a bonus productivity wage increase would be deferred.

Aborigines  
stage sit-in

By Our Sydney Correspondent

AUSTRALIAN Aboriginal land rights activists staged a sit-in at the Department of Aboriginal Affairs in Canberra yesterday as part of a week of protests.

Backed by church and union representatives, Aborigines are pressing the Government to strengthen legislative plans for uniform land rights. The Government is acutely aware that the issue could bring it into conflict with the powerful mining lobby.

Sen Gareth Evans, the Resources and Energy Minister, stressed recently that there will be no veto or de facto veto over exploration or development of Aboriginal land for mining or petroleum purposes under the scheme envisaged by the Government.

But Mr James Strong, director of the Australian Mining Industry Council, said this month that the industry opposed the whole concept of federal land rights.

Stephanie Gray, recently in Lomé, reports on the Togo Government's search for foreign investment

## Cash-rich Mammamas turn their backs on the economy

IF GENERAL Gnassingbé Eyadema, the President of Togo, were able to tap the wealth of Lomé's powerful market women, he would not have to look abroad for much of the investment needed to fund a comprehensive privatisation campaign that World Bank officials describe as unique in Africa.

The women, known as "Mammamas Benz" because of their penchant for prestigious motor cars, are estimated by the central bank to be sitting, quite literally, on about \$100m in cash.

They are often to be seen at the port, handing over fistfuls of money concealed about their midriffs—to pay for entire containers of the whisky and cigarettes which, along with cloth, are the mainstays of their trading activities.

A measure of the size of their business is the statistics that show that Togo, with a population of 2.8m, is on paper one of the highest consumers of whisky in the world. Cigarette imports from Britain alone are estimated to be worth about \$20m a month.

The closure of neighbouring Benin's border with Nigeria—has taken its toll on the women's traditional "re-exporting" business and the reopening of the Ghana border last year failed to provide the boom that was expected.

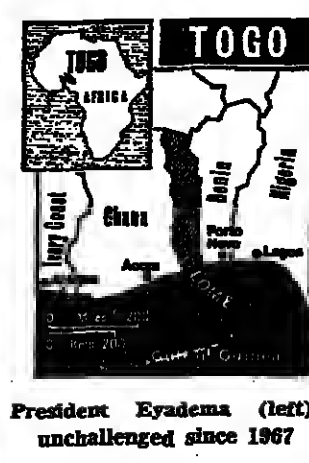
Nevertheless, the women remain unmoved by efforts to

persuade them to redirect their cash surplus towards investment in the industrial sector. Expensive cars, ownership of Lomé's taxi fleet and real estate are still their main interests. Attempts to promote the use of bank accounts have also proved unsuccessful.

Largely illiterate, the Mammamas Benz keep no records of their business transactions apart from the rags of statistics lodged in their heads. For this reason, the Government also loses significant tax revenues. Any attempt at taxation, according to one international agency official, would be foolhardy because the economic power of the Mammamas is such that no Togo leader could afford to dispense with their support for his regime.

With the women remaining largely outside the system, the Government is trying to entice foreign capital in to revive loss-making state industries. Officials concede that the state enterprises, established in the mid-1970s when phosphate exports were commanding high prices, have been inefficient. Some of them—the oil refinery and steel complex for example—have never been fully operational, and others have been closed.

The campaign is showing some signs of success. Togo's steel mill has been leased to a U.S. businessman and the refinery jointly to Shell, BP, Texaco and Mobil as an oil storage depot to serve all of West Africa.



President Eyadema (left): unchallenged since 1967

Suitable investors are being sought for two textile factories, the Togolese marble company, the plastics industry, a dairy product concern and Togo Route, the national transportation company. Negotiations are at an advanced stage with the French for the hiring of off the two textile plants and with Danish interests over Soprop, the dairy concern.

In theory, all state concerns except the phosphate mines, agricultural marketing board and utilities such as water and electricity, would be open to private investment.

Mr Yacobi Adodo, the Planning and Industry Minister, pointed to the adoption last year of a new investment code, which allows repatriation of profits and unrestricted imports of

raw materials, as one of the measures being employed to attract foreign capital.

Togo's position at the heart of West Africa, its efficient port, good communications network and well-established trading links with neighbouring countries were also put up as significant attractions.

Most important is the country's political stability under President Eyadema's authoritarian rule. General Eyadema has remained in power virtually unchallenged since he took control in a coup in 1967. By contrast, Ghana has suffered 17 coups since independence and Benin, 12.

The International Monetary Fund and the World Bank, both of which have provided loans

to help Togo restructure its economy, have fully backed the privatisation moves, along with accompanying austerity measures. The World Bank made a structural adjustment loan of \$40m to Togo in 1983 and is expected to approve a further credit of \$30m in June.

Unlike its Sahel neighbours, Togo is almost self-sufficient in food, but even so, the austerity measures have been bitter medicine. Hotel workers, for example, given the option of huge job losses or a 40 per cent reduction in their salaries, chose the latter. Underemployment is generally regarded as very high.

Some observers fear that World Bank and IMF support might in the end prove counterproductive, failing to stimulate any new local investment, or extra economic activity.

In the meantime, however, prospects for foreigners, who have little interest in long-term investment, appear to be particularly good. Notwithstanding the investment code, and proposition appears to be wide open for negotiation.

Mr John Moore, the straight-talking, poker-playing American entrepreneur who has leased the steel mill, clearly drove a hard bargain, gaining the grudging admiration of Mr Koffi Djongo, the State Enterprises Minister.

They were very difficult negotiations," he said, with a wry smile. Mr Moore, whose last project was to make prod-

able a similar steel plant in Panama, has leased the Lomé complex, initially for two years for \$175,000. Local participation in the company he established was not a priority. After 10 years, the Government is committed to buying back the mill at its audited book value, and to maintain a protected market for the mill's production.

In the longer term, Mr Moore sees Lomé as an excellent base for similar investments in the region. Details of the oil refinery agreement which established Shell as the manager, have not been made available but they are most likely to have favoured the foreign companies.

The Government is aware, however, that foreign businessmen may be taking too high a profit as a hedge against the risk that once the enterprise becomes successful, the pressure will be on the Government to apply more stringent conditions or even re-nationalise. Potential investors are certainly looking for higher returns than would be on a European venture for instance.

Nevertheless the Government is starting to see its industries return to production and, if its target of achieving a transfer of technology and management skills to the local population is met, there may well be plenty of Togolese citizens ready to step in once the foreigners have moved.

This time many of them may well be the Mammamas Benz.

## NEW CHIEF FOR AFRICAN DEVELOPMENT BANK

## Fast Africa loan payment urged

By Peter Blackburn recently in Brazzaville

THE African Development Bank's newly elected president, M Babacar N'Diaye of Senegal, has called for more speedy loan payments by the bank.

M N'Diaye was elected by a large majority last week to head Africa's most important development financing institution. The election, the first in which the bank's 23 non-African member countries voted, was described by officials as one of the quickest and quietest on record.

Presidency of the bank which lends nearly \$1bn (£790m) a year and whose members include 50 independent African as well as 23 non-African countries, is considered to be one of the most influential on the continent.

M N'Diaye was elected after only the second of five scheduled ballots with 63.4 per cent of the votes including both the necessary African and overall majorities.

Backed by Nigeria and the U.S., the most important of the bank's members, M N'Diaye decisively beat the present holder, Zambia's Mr Wila Mung'omba with 27.5 per cent, and M Pierre-Claver Damiba of Burkina Faso with 6.7 per cent of the votes.

M N'Diaye was recruited as assistant accounts manager at the bank in 1965 and has spent

his entire career moving steadily through its ranks before being appointed vice president responsible for finance in 1980.

Since then he has successfully managed a rapid expansion in bank borrowing which reached a record \$739m in 1984.

M N'Diaye told a news conference that emphasis must be switched from loan commitments to payments so as to make a greater impact on

economic development. "The bank should aim to improve its disbursement rate to 40 per cent or even 50 per cent from the present 33 per cent," he said. "This should be for real projects and not balance of payments."

M N'Diaye said the bank should pay more attention to improving the quality as well as the quantity of its aid. He suggested it could provide more technical assistance, including advice for African countries seeking debt rescheduling from the Paris and London Clubs of creditors.

Preparations for another increase in the bank's capital, due to take effect in 1987, is one of the top priorities, M N'Diaye said. Proposals are due to be submitted for detailed discussion at the bank's next annual meeting to be held at Harare next May.

The capital increase will provide the resources for the bank's next five-year lending programme. The bank's capital was more than doubled to \$6.3bn when the non-African countries joined in 1982 and officials are aiming for another "substantial" rise.

"We should aim to make our bank comparable with the Asian and Inter-American Development Banks in terms of resources, volume of activities and prestige," M N'Diaye said.

He confirmed that the bank is managing the \$25m emergency relief fund created by the Organisation of African Unity at its summit in Addis Ababa last November. He added that the bank was contributing \$2m to the fund which he hoped would soon become operational.

Although the fund would finance mainly longer term structural changes some short-term relief, mainly for the transport and distribution of food aid, would be provided, he said.

Cairo protest  
coincides with  
talks on Taba

By Tony Walker in Cairo

SCORES of demonstrators were arrested yesterday outside a synagogue in the centre of Cairo by riot police equipped with electric batons seeking to disperse an angry crowd who burned an Israeli flag.

The incident coincided with the start of Egyptian-Israeli negotiations aimed at resolving a dispute over territory in the Sinai.

The demonstrators chanted slogans, wrapped themselves in the Palestinian flag and displayed portraits of the late Egyptian president, Gamal Abdel Nasser.

The demonstration was apparently in response to articles in the Egyptian opposition press announcing there would be a memorial service marking Israel's independence day, but a spokesman for Israel's embassy said the celebration was held according to the Hebrew calendar on April 25.

Meanwhile, an Israeli spokesman described as "very satisfactory" the first session of the Arab Israeli talks. He said Egypt had rejected Israel's proposal for joint rule of the tiny Taba enclave on the Gulf of Aqaba.

Israeli anti-inflation  
measures flounder

By David Lennon in Tel Aviv

ISRAEL'S attempt to curb inflation through a voluntary wage and price agreement with the unions and employers appears to have failed as prices rose last month by a near record 19.4 per cent.

The Government now has no alternative to impose harsh and unpopular new measures and slash its spending which all commentators believe is the major cause of the country's huge inflation.

The cumulative rise in inflation in the first four months of the year was 58.8 per cent, the Central Bureau of Statistics announced yesterday. This is almost the same rise as registered in the first third of 1984 when there was no wages and prices pact.

Officials in the Treasury were shocked by the failure of the agreement to bring inflation down from the 440 per cent registered in 1984.

The Treasury had expected prices in April to rise by only 10 to 12 per cent compared to the 20.6 per cent of the same month last year. The fact that inflation last month declined by only 1 per cent led most economic commentators to

declare the wage and price pact a dead.

Mr Gad Yacobi, the Economics Minister, said it is clear that the controls of prices were not effective. The April inflation figure was the warning signal that the Government must re-examine its economic policy and curb its spending, he said.

Mr Israel Kassar, secretary general of the powerful Histadrut Trades Union Federation, said that the fact that inflation continued to soar even though workers had accepted wage erosion demonstrated that the Government's failure to curb its deficit spending was the main cause of inflation.

The Government is now expected to slash 3000 fuel and transport subsidies, to impose new restrictions on luxury imports, freeze government contracts and introduce a series of new taxes and levies on education and medical care.

There is also considerable debate within the Government over a possible devaluation of the shekel and a reduction of civil servants' work to five days with a corresponding cut in salaries.

Peking to  
encourage  
private  
doctors

By Robert Thomson in Peking

CHINESE doctors were encouraged last week to open private practices, make home visits and provide after-hours services to help overcome the country's lack of qualified medical practitioners.

Doctors in the state-run hospitals can now moonlight by treating private patients after office hours and retired medical workers have permission to open practices and charge more than the state-set fee for their services.

The call by China's Health Ministry for the expansion of private practice follows their approval in recent years of privately-run services which were outlawed during the Cultural Revolution (1966-76).

One of the architects of the new policies is Luo Yiguo, the vice director of policy research at the Health Ministry. Luo told the Financial Times that the reform of the health system was an attempt to harness the "enthusiasm" of medical workers.

The "enthusiasm of medical workers and money are closely linked."

Medical workers—who must retire at 55 for women and 60 for men—who then open their own practices will be able to earn extra money without losing their retirement subsidies. Private doctors will be able to set fees above and beyond the standard fee of 10 fen (about 3p) for a consultation.

Luo suggested that an increase in the cost of medical treatment is inevitable. The present standard charge, he said, is five times cheaper than the cost of a hair cut.

"The charge for medical services could be changed in that future because the charge is too low and it has affected the development of the health institutions," he said.

"In the past, we had the wrong idea that the lower the charge the better it was. You were really totally dependent on the Government to give you funds, so this should be reformed."

Another reform will be to give more responsibility to the state-run services which carry out the bulk of medical treatment. The Government will be expected to reduce their dependency on government funds; and administrators will be authorised to employ, dismiss, reward and punish workers.

Before the Cultural Revolution, there were some individual services with doctors running clinics. During the Cultural Revolution all these were eliminated. Some individuals still have fears, and certain administrators will have that fear.

"The Government is encouraging an open door policy, and that fear will gradually die out."

The higher cities tend to have more private clinics. Peking has about 600 such clinics, most run at the doctors' homes. Shanghai has about 400.

Medical graduates are offered cash incentives to practice in rural China. A doctor's average monthly wage is 70 yuan (£20) and those willing to move out of the cities can earn an extra 20 to 30 yuan a month.

There is no shortage of quacks in China. Luo said that these charlatans—many are failed medical students passing themselves off as qualified—would not be allowed to take advantage of the new situation and would be banned.

While private practices are expected to grow, Luo cannot imagine them ever overtaking the work of the state-run services which employ about 3.4m of the country's 4.2m medical personnel.

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**U.S. probe into nuclear  
installations denied**

BY STEWART FLEMING IN WASHINGTON

ISRAELI diplomatic officials strongly denied yesterday that the U.S. was demanding to inspect top secret nuclear installations in order to verify how Israel is using highly sophisticated timing devices which could be used for nuclear weapons.

The officials said that the U.S. was satisfied that Israel was using the devices, known as krytons, for research and development and for conventional weapons only and not for nuclear weapon related activities. One use for krytons is to provide the precise timing necessary for nuclear explosions.

The State Department is understood to have complained to Israel that Israel has been receiving these devices between 1979 and 1983 and is believed to have put pressure on Israel to return stocks of krytons which it has accumulated.

Earlier this week Newsweek magazine reported that a Federal Grand Jury in Los Angeles is investigating whether the krytons have been smuggled over a possible devaluation of the shekel and a reduction of civil servants' work to five days with a corresponding cut in salaries.

Diplomatic officials here said yesterday that the Israeli Government has assured the U.S. that it had not re-exported any of the devices which Israel appears to have obtained outside official channels.

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**LOTUS**



## Commission approves plan to boost links with Central America

By Quentin Peel in Brussels

THE EUROPEAN Commission yesterday approved a plan for increased political and economic co-operation between the European Community and Central America, intended to double EEC aid to the region over five years.

The proposal put forward by M. Claude Cheysson, the former French Foreign Minister who is now the commissioner responsible for relations with Latin America, is controversial because for the first time it suggests an explicit involvement of the EEC Council of Ministers for final agreement.

The intention of the pact is to double the present level of assistance some ECU 40m (\$52m) a year over the next five years.

The plan is for the Community to sign a five-year pact with the Central American states—Costa Rica, Guatemala, Honduras, El Salvador and Panama—covering aid, trade and regular political contacts.

The proposal would grant the Central American states most favoured nation status for their exports, and special concessions on agricultural and tropical products. It would provide for economic co-operation in the wider regional context including neighbouring South American states and the Caribbean countries already

receiving EEC aid through the Lomé Convention.

The package follows the meeting by EEC foreign ministers with their Central American counterparts in San Jose, the Costa Rica capital last September.

The Community has been an enthusiastic supporter of the Contadora peace process in the region and the commission's plan is being launched as part of an effort to promote peace through greater economic development.

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## Latin American countries ask U.S. to lift embargo

By Hugh O'Shaughnessy

MINISTERS from 24 Latin American governments meeting in Caracas yesterday called on the U.S. to lift the trade embargo it imposed on Nicaragua last week.

Working under the auspices of Sela, the Latin American economic system, the 24 governments pledged themselves to counter the damage caused to the Nicaraguan economy by the embargo. A unanimous position was adopted after lengthy discussions and against the initial resistance of Nicaragua's Central American neighbours.

The Latin American states also pledged their support for the General Agreement on Tariffs and Trade (GATT) which is to meet later this month in Geneva to discuss a Nicaraguan complaint against the U.S.

The Sela decision mirrored one taken by the 13 countries of the Caribbean Community (Caricom) at Basseterre, St Kitts, on Sunday. Mr Kennedy Simmonds, the Kittitian prime minister and chairman of the Caricom meeting, said: "We believe there should be an immediate termination of sanctions and of any other activity that is likely to undermine the Contadora peace process."

Officials from the governments of the Contadora group (Mexico, Panama, Colombia and Venezuela) continued talks in Panama yesterday with representatives of the five Central American countries in an effort to resolve difficulties with the regional peace pact.

Sticking points are reported to be the verification and control of the flow of arms and foreign troops into the isthmus, and in Honduras the army has started to disarm the U.S.-supported counter-revolutionaries (contras) in the border province of El Paraiso.

Some 9,000 contras are reported to be based in Honduras and attacking targets in Nicaragua.

Nicaragua has denied reports in Honduras that U.S. troops have crossed the border into Honduras in pursuit of "contras."

In Washington the Intelligence Committee of the House of Representatives on Tuesday voted to allow U.S. military intelligence reports to be passed to the contras to aid them in their attacks on the Nicaraguan Government.

## Bangemann set to warn Brazil on investment curbs

By Andrew Whitley in Rio de Janeiro

HERR MARTIN BANGEMANN, the West German Economy Minister, who arrived in Brazil yesterday on a two-day official visit, is expected to warn the Brazilian government about the adverse consequences for foreign investment if the fashion for "market reserves" for nationally-owned companies is not checked.

West Germany is the second largest investor in Brazil after the U.S. and most leading German manufacturers have Brazilian subsidiaries. Sao Paulo is often said to have a higher concentration of German industry than any single West German city.

So-called market reserves have been spreading in recent years pushed by nationalist industrialists with the tacit support of the Government.

Restrictions on foreign investment began on oil production but also affect data processing and telecommunications and other related high technology sectors. They are threatening to spread to pharmaceuticals and fine chemicals, where multinationals hold dominant market shares.

West German officials say the problem has become more critical over the past year in view of the sharp cutback in Brazilian imports of manufactured and semi-manufactured goods and the adoption of import substitution.

Another issue likely to be raised with Herr Bangemann by Brazilian officials is the country's controversial nuclear co-operation treaty with West Germany.

The troubled nuclear programme is top of the civilian Government's list of public sector projects to be axed. And Herr Bangemann is likely to be told that no power stations will be built after the two under construction, where the nuclear consortium is a joint venture.

The emergency aid for Israel and Egypt, which also has economic problems, is in addition to \$1.2bn in scheduled 1986 economic aid for Israel and \$815m for Egypt which is also in the bill.

## Beleaguered President regains momentum after disappointing European tour, reports Stewart Fleming

# Reagan finds victory in defeat over defence spending

PRESIDENT Ronald Reagan has once again transformed the political landscape in Washington and demonstrated his remarkable ability to convert political defeat into apparent victory.

By deciding last week to abandon the rapid growth in military spending which has been one of the hallmarks of his Presidency, he is widely thought to have improved dramatically the prospects for Congressional approval this year of a hefty package of budget cuts.

When Mr Reagan bowed to the pressure of his Republican Party peers in the Senate and agreed to limit next year's growth in the defence budget to the rate of inflation, he was taking a considerable risk.

But although there is a danger that he may have set in motion a political auction which will cut the defence budget even more, most people agree that the prospective gains far outweigh the losses.

To part that judgment reflects the view that the decision to make the concessions needed to secure the passing of the Senate budget resolution last week by one vote represents an acceptance that the public mood in America is swinging against the military establishment.

But it has also been clear that in the wake of a European tour which was not triumphal and amid political setbacks that were threatening to swamp the



Reagan at Belsen... controversy eased

White House, Mr Reagan needed some firm ground on which to build a political victory.

The alternatives the President faced were not pleasant. Had the Senate failed to draw up a politically realistic budget deficit reduction plan, prospects for progress would have almost certainly disappeared, casting a pall over financial markets, already anxious about the impact of a slowing economy on the budget deficit.

It would also have deepened the dismay of many moderate Republicans who face re-election next year. They have begun to distrust the policies of a President whose apparent intransigence was seen as a threat

to Republican control of the Senate.

A growing gulf between the Republican President in the White House and the Republican Congressmen on Capitol Hill could have only hastened the day when Mr Reagan's lame duck status became a real political liability.

President Reagan has not however bought himself an automatic passport to political invulnerability by agreeing to limit defence spending, which has soared from \$134bn in 1980 to an estimated \$254bn in 1985.

Opposition Democrats to the House have already drawn up a budget plan which would cut defence spending even more deeply by freezing it in 1986 without allowing any

A POLL by President Ronald Reagan's pollster showed that approval of his visit to the Bittern Cemetery increased dramatically after his visit to the West German military burial ground, the White House announced yesterday, AP reports from Washington.

Mr Larry Speakes, White House spokesman, said pollster Richard Wirthlin surveyed about 1,000 people on April 26 and April 27 and found a 49-47 per cent margin of approval for the visit, which drew criticism from Jewish groups and others because of the presence of Nazi SS graves.

budget resolution. Ms Alice Rivlin, former director of the Congressional Budget Office, while not ruling out the possibility, says she is optimistic that this will not happen.

Republican right-wingers are also angry. Mr David Gergen, a former communications director in the White House, said on television last week that Washington was alive with rumours that Mr Caspar Weinberger, the Defence Secretary, would resign because his credibility has been undermined. Mr Reagan had himself only days earlier described as "irresponsible" any such attack on Pentagon spending.

Mr James Abellera, a defence expert with the American Enterprise Institute, says however that there were already signs that a swing from boom to bust in defence spending was under way. This was partly because of reports about waste and fraud in the defence establishment but also because people felt that the Pentagon ought to share in deficit reduction efforts.

But even budget experts such as Ms Isabel Sawhill of the Urban Institute in Washington, who see the President's decision to surrender big increases in defence spending to favour of deficit reduction as a "watershed," argue that these projected savings will not solve the budget problem. "We are still talking about a \$145bn budget deficit in 1985, according to the Congressional Budget Office assumptions," she says.

The next two months should reveal how big the savings will be and how precisely they are to be allocated. Mr Reagan may not like all the elements of the final package but he will probably feel more confident over one particular factor.

The President will not be faced with having to concede a tax increase as part of the deficit reduction package. The White House is still managing to keep its budget and tax policies on separate tracks, another of his successful strategies.

## FOCUS ON OVERSEAS INVESTMENT AND CAPITAL EXPORT

# DAIWA SECURITIES: Thriving on Competition



Mr. Koichi Kimura  
Chairman of Daiwa Europe Limited and  
Managing Director of Daiwa Securities Co. Ltd.

By Richard C. Hanson

**A** softening of official attitudes within the Ministry of Finance has led to the liberalisation and internationalisation of what traditionally have been tightly controlled parts of Japan's capital markets.

It is in this new era of increased competition that Daiwa Europe sees fresh opportunities to expand its activities as Japan's second largest securities house. Mr. Koichi Kimura, Chairman of Daiwa Europe Limited and Managing Director of Daiwa Securities Co. Ltd. of Tokyo, discusses how his company is rising to the challenges of a broader market.

His philosophy is clear-cut: "I like competition—but, of course, I like the eventual result to be a good one for Daiwa. In this very changing world you have to be flexible and aggressive."

Hanson: How do you perceive the changing attitudes within the Ministry of Finance?

Kimura: The Ministry of Finance used to have a very strong hold on the markets and it was determined to maintain all the old traditions. Yet, in the last year they have become very liberalised. The attitude of the bureaucrats at the Ministry is more liberal now than banks or securities houses. Companies have complained for a long time that there was too much red tape. The Ministry thinks it should open up the markets despite some domestic resistance. Outside of Japan, however, a free competitive market is being created and that is important because it will influence the domestic market as well.

Hanson: The European market has recently been opened up so that non-Japanese houses can lead manage issues. How do you react to this increase in competition and how do you see the European market developing?

Opening Up the European Market

Kimura: Personally, I believe in competition so I think that the Ministry of Finance made the right decision, though naturally it has meant more aggressive attitudes. After the market was opened up at the beginning of December and January, the amount of new issues was almost equal to the amount raised over the previous seven years. So supply increased out of proportion to demand and this sudden burst caused indigestion in the market. After a month or so resting period, issues came back to the market and it will continue to expand from now on.

Hanson: With the Ministry of Finance relaxing its grip, how do you respond to suggestions that

Japanese securities houses are prone to compete too aggressively when left on their own?

Kimura: If Ministry of Finance turns around suddenly and says you can do something it will turn out just like the Euronet market in its early days of freedom. We are used to competition and our first reaction is to compete as hard as we can. Then we start to think about it because, of course, we are all in the business to make money. For a few weeks there were no issues and then we started again with more realistic terms. I have no concern at all, even if the Ministry's tight control is completely relaxed.

Hanson: What kind of strategy are you developing for the Euronet market?

Becoming a Large Player in the Euronet Market

Kimura: The liberalisation of the yen is giving us an advantage in Eurobond markets. Naturally the yen is our own currency and we have the advantage of a big operation back home. Because of this, we can be a large player in the developing market for yen paper. We also have been getting more and more involved with other kinds of Eurobond issues. Japanese investors are very interested in Eurodollar bonds, but there is a growing awareness of a need to diversify into other currencies and instruments such as gilt-edged stocks, ECU's or French franc notes. The one problem for the Japanese investor is always the question of marketability.

Hanson: Could you give an assessment of the various markets in Europe from the point of view of where Japanese companies might want to raise money?

Kimura: The first type of securities we have in mind for Japanese industrial and commercial companies

raising money in Europe is some form of equity-linked paper. Straight bonds are more appropriate for public bodies. The equity-linked paper could be convertibles or warrant issues. What the finance departments of the companies are looking for is cheap money regardless of currency risk. That is why the biggest number of issues is in the Swiss franc market. The most popular alternative is the Eurodollar market, and more recently the Euronet market. Generally most Japanese borrowers only look at the coupon rate. They are less interested in what currency is involved.

Hanson: What about the kinds of instruments that are available to borrowers these days? What do you recommend?

Kimura: Gradually a broader range of instruments is becoming available. On April 1, the market was opened up for Eurocredits in yen and I believe the next step will be the issue of Euronet floating rate notes. That should be the next market to open up. I would recommend FRNs for both borrowers and investors. For investors the risk involved is very small and it

Hanson: How interested are you in acquiring a banking licence in London and what would you use it for?

The Need for a U.K. Banking Licence

Kimura: We would like a banking licence and we have approached the Bank of England. Our business is securities and this involves us in activities which require a banking licence.

For example, if we have issued bonds for a Japanese client and he wants us to hold the proceeds on deposit for a while, we cannot do that. Currently we are meeting this need through a banking arm in Amsterdam. However, we would like to change that as Europe is a substantial part of Daiwa's worldwide operations and London is the centre of that European commitment. With a banking licence we would like to be able to offer a comprehensive financial service under one roof.

A Commitment to International Development is Daiwa's Strength

Kimura: I think our strength lies in our commitment for many years to international business. Comparatively, we have put more staff into the international area than any other Japanese securities houses and we have more internationally minded staff in important positions within the company. We are now number two amongst the securities houses whereas five years ago we were number three. We have achieved this because of the strength of our international business. We have used our international strengths to drive our domestic business forward, because any kind of domestic business also involves an international flavour in the past few years. Compared to non-Japanese competitors our strength is our placing power. When you operate in international markets you must have a strong base to place issues and Japan has become a most important area for investment. Of course many non-Japanese houses have established themselves in Tokyo to tap this placement market. Yet we have a sales network across Japan and naturally we have easier access to the investor. Investors who used to confine themselves to the domestic market are now spreading into foreign paper. Where domestic offices used to concentrate solely on Japanese shares and bonds they have now moved far more into the area of foreign investments.

### Profile of Daiwa Europe Limited

Daiwa Europe Limited is the nerve centre for Daiwa's European business, coordinating activities throughout Daiwa's wide-ranging European network.

Daiwa Europe Limited was established in London in March 1981, assuming the business of the London branch of Daiwa Europe N.Y. Beginning with a representative office established in 1964, Daiwa has thus had a presence in this international financial centre for over twenty years. With its experienced staff of 140, Daiwa London provides extensive professional marketing and dealing services for a variety of money-market instruments, notes, bonds and shares, mostly denominated in U.S. dollars or yen, as well as sophisticated research opinions and investment advice.

In the Euronet market, Daiwa Europe Limited has built a visible and respected presence in management groups and underwriting syndicates, supporting the reputation Daiwa has gained over the years as an active, professional underwriter for borrowers from throughout the world and as market-maker for a wide range of bonds.

Daiwa London also provides liaison to keep prospective European yen bond issuers informed of the possibilities available in the Japanese capital market and assists with issue preparations.

Daiwa Europe Limited is headed by its chairman, Mr. Koichi Kimura, who is a managing director of Daiwa Securities Co. Ltd. Resident in London, he also is responsible for overall operational control of Daiwa's European business.

## DAIWA SECURITIES CO. LTD.

Tokyo Head Office: 6-4, Otemachi 2-chome, Chiyoda-ku, Tokyo 100, Japan  
Tel: (03) 243-2111 Telex: J22411

Daiwa Europe Limited: Condon House, 14 St. Paul's Churchyard, London EC4M 8BD, U.K.  
Tel: (01) 248-8080 Telex: 884121

Other Overseas Offices: Paris, Brussels, Amsterdam, Frankfurt, Zurich, Geneva, Bahrain, Hong Kong, Singapore, Seoul, Beijing, Sydney, New York, Chicago, Los Angeles, São Paulo, Toronto



## WORLD TRADE NEWS

## Lawson in clash on trade outlook

BY CHRISTIAN TYLER, TRADE EDITOR

A DISAGREEMENT about Britain's trade prospects when North Sea oil revenues run out led to clashes between Mr Nigel Lawson, Chancellor of the Exchequer, and members of the House of Lords yesterday.

After two hours of questions which included some acid exchanges with several peers, Mr Lawson agreed with Lord Aldington, chairman of the Lords committee on overseas trade, that the main difference between them was whether Britain's deficit in manufacturing trade suggested a state of crisis was being reached.

Mr Lawson challenged Lord Aldington's use of the word "crisis." The Government was tackling, by supply-side measures, what he called the fundamental problems of an ailing economy.

"What I dispute is that suddenly come new and totally different problem has arisen that is measured by the deficit on manufactured goods."

He said he expected a trade surplus in manufactures and invisibles to offset the deficit in food, raw materials, and eventually fuel.

But Lord Aldington and other peers said they had heard evidence from many other witnesses, including the City of London, to suggest that services could not take the place of manufactures.

REMOVAL of the ceiling on employers' national insurance contributions will be "a brake on exports and a tax on talent," according to the British Communities' Bureau, Our Trade Staff reports.

Mr Michael Welbank, chairman of the bureau, says that the national insurance change will have a serious impact on the profitability of consultancies, which contribute nearly £1bn to British exports, and could "render a significant part of the export business non-viable."

Yesterday's argument comes at a time when capital goods exporters are protesting that the Treasury does not give them enough support, especially to match "soft" financing by other governments of overseas project business.

Much of the disagreement yesterday hinged on whether Britain's successful service industries could in future fill the deficit gap on traditional exports and in some new industries such as information technology.

There was also implied criticism of Treasury policy, even though Mr Lawson pointed out that the Government was spending nearly £1bn a year on subsidising trade credits and on other kinds of promotion.

Quoting recent improvements in export figures, investment, productivity and competitiveness, the Chancellor said the trade deficit in manufactures

was not a guide to that sector's health. The trade surplus on fuel would diminish slowly, and the balance on non-fuel trade would tend to improve in response to a fall in the real exchange rate.

Meanwhile, there would be a permanent inflow of interest and dividend payments from overseas assets built up during the oil boom, and the non-manufacturing private sector would possibly play an increasing role.

In his opening statement, the Chancellor said he was not implying that manufacturing in Britain would wither away, but the Government wished to see it flourishing and competitive.

"But there is no adamant law that says we have to produce as much in the way of manufactures as we consume," he said.

Told by Lord Stoddart that the committee had heard that

services could decline alongside manufactures, Mr Lawson said: "I do find the whole drift of this conversation rather distasteful—sneering at services as if the 50 per cent of people employed in them were not in real jobs."

Lord Stoddart replied angrily: "You really must not excuse me of sneering at any sector."

In answer to other peers who quoted contradictory evidence from Lord Weinstock of GEC, Mr Lawson warned the committee "not to be misled by industrial pressure groups."

He said Lord Weinstock was "in the business of extracting money from the Government on a large scale," and "was profiting in the art of colourful hyperbole."

Pressed by a number of peers about the cutback in budgets for the Foreign Office and British Overseas Trade Board, Mr Lawson said funds were limited and the Government was trying to deploy money more efficiently and reduce public expenditure overall, for the general health of British industry.

But he repeated that Britain would not disarm unilaterally even while it sought multilaterally to contain the international competition in subsidised export finance.

## Nicaraguan bananas on way to Belgium

By Hugh O'Shaughnessy

A consignment of 67,000 boxes of Nicaraguan bananas, banned under the Reagan administration's trade embargo from sale in the U.S., is due in the Belgian port of Ghent on Tuesday. They will be distributed in Europe by the Hamburg company of T. Port.

Herr Hajo Port, the company's managing director, said yesterday that under an agreement with the Nicaraguan exporters some 70,000 to 100,000 boxes a week would be marketed in Europe by his organisation for the foreseeable future.

T. Port which formerly traded with Standard Fruit signed an agreement with the Nicaraguan exporters last year. Tuesday's consignment will be the first delivered under the agreement and, Herr Port said, the use by the Soviet oil industry. These deliveries will start in 1987 and end in 1990.

The company has built up a considerable amount of business with the Soviet Union over the years, regularly supplying materials to meet Soviet five-year plan requirements, as well as building major engineering and steel works in the Soviet Union.

## Voest Alpine wins Sch30bn steel order from Soviet Union

BY PATRICK BLUM IN VIENNA

VOEST-ALPINE, the Austrian state-owned steel, engineering and electronics group, has won a contract worth about Sch 30bn (£1.1bn) to supply basic steel materials to the Soviet Union.

The deal was signed yesterday at the company's headquarters in Linz, Lower Austria, by Mr Gleh Afanasiev, general director of Promyslyimport, the Soviet trading company. It is the largest single deal ever signed by Voest-Alpine with the Soviet Union.

Voest will supply 1m tonnes of steel plates and 1.5m tonnes of cold-rolled steel sheets, mainly for use in the motor industry. Deliveries will start in 1986, to be completed in 1990. The company will also be supplying 800,000 tonnes of tubes, castings and other materials for use by the Soviet oil industry. These deliveries will start in 1987 and end in 1990.

The company has built up a considerable amount of business with the Soviet Union over the years, regularly supplying materials to meet Soviet five-year plan requirements, as well as building major engineering and steel works in the Soviet Union.

In January, the company won a Sch10bn turnkey contract to build and equip a new steel core plant in Rykossk.

The company's sales to Eastern Europe and the Soviet Union represent about 30 per cent of its total sales. The Soviet Union is by far its largest customer within Comecon.

A spokesman said yesterday that the deal may have been signed on the anniversary of the Austrian state treaty to which the Soviet Union was a signatory, as a sign from the Soviet Government to demonstrate their intention to continue to maintain good relations with Austria.

Trade between Austria and the Soviet Union has experienced a considerable boom in recent years. Austrian exports to the Soviet Union were worth about Sch10bn last year, up from over 30 per cent on 1983. Austrian imports grew by more than 22 per cent last year to reach Sch19.8bn.

The company has been especially active in the past month, with two major contracts, one worth \$200m with Nigeria and another announced last week for \$25m with Iran.

## U.S. chief textile negotiator approved

By Nancy Dunne in Washington

DR CLAYTON Yeutter, president Reagan's nominee for U.S. trade representative, has been approved by the Senate for the appointment of a former textile industry lobbyist to be U.S. chief textile negotiator.

The appointment has given rise to speculation that Dr Yeutter, a frequent advocate of "fair trade," will be tougher in negotiations than his predecessor, Mr Bill Brock, and more sympathetic with protectionist pressure in Congress.

Mr Charles Carlisle, most recently a special negotiator with the State Department, has already moved into his new job in the office of the trade representative.

Carlisle, who joined the State Department last October, was president of the Man-Made Fibre Producers Association, a domestic textile lobbying group which is now pushing new legislation to roll back the growth of textile imports.

Mr Carlisle was also one of the founders of the Trade Reform Action Committee, a broad-based group of industries and unions hurt by imports. He was vice-president of St Joe Minerals and a foreign services officer.

## Peking hits at U.S. barriers to trade

BY OUR PEKING CORRESPONDENT

TRADE BARRIERS in the U.S. and Europe were strongly criticised yesterday by a senior official of the State Foreign Economic Relations and Trade Ministry, who blamed them for slowing the growth of China's export market.

The visit of U.S. Commerce Secretary, Mr Malcolm Baldrige to Peking for trade talks has failed to soothe the Chinese Government, which is still angered by last year's U.S. decision to tighten textile import rules.

At a press conference to mark the end of a third meeting of the Sino-U.S. Joint Commission on Commerce and Trade, a ministry spokesman said "various factors" were hindering economic relations between the two countries.

He criticised U.S. legislation and some restrictions on imports from and exports to China, and the transferring of technology, and extending credit to China," he said.

The Chinese Foreign Economic Relations and Trade Minister, Zheng Tianbiao, will

visit Brussels next week to sign a long-term trade agreement with the European Economic Community. The signing will mark the 10th anniversary of diplomatic relations between the EEC and China.

The EEC agreement will contain no specific new trade deals, but provide that "in principle" trade between China and the EEC should increase. Asked what hindered bilateral trade with the EEC, which accounts for 12 per cent of China's overseas trade, the spokesman condemned trade barriers.

"One of the problems is that Chinese exports are somewhat restricted by the EEC," he said. "Another is that the products of Western European countries should be more competitive in price and quality. In that way, China can import more from the EEC."

On U.S. trade, the spokesman criticised restrictions on Chinese products, and said the tightening of textile laws had affected both China and Hong Kong.

## Call to keep MFA intact

By Anthony Moreton, Textiles Correspondent

THE BRITISH clothing industry faced a prosperous future when the Multi-Fibre Arrangement (MFA) was allowed to continue.

This was stated in London yesterday by Mr Norman Sussman, chairman of the British Clothing Industry Association, at its annual meeting.

The industry's success in recent years had been created, he said, within the framework of stability provided by the MFA, which had given it the confidence to invest.

It is therefore paramount that the MFA is not terminated in character. The day is still far distant when the true spirit of reciprocity will be reflected in international trade.

"Until that day arrives, the existing framework must be kept intact."

Mr Sussman was speaking against the background of the announcement last week that the Government would seek a more liberal approach when the MFA came up for renewal next year.

The MFA, which regulates some 60 per cent of world trade in textiles and clothing, was introduced in 1974 to regulate the growth of imports from low-cost suppliers and allow Western industry time to re-organise.

It runs out in July 1986 and the Government has said that any extension must be seen as part of wider trade talks to liberalise the flow of goods.

## Cairo power plant finance terms agreed

By Tony Walker in Cairo

CO-FINANCIERS of a fourth 1,000MW unit for the new Shoubra el-Kheima power station in Cairo have reached agreement with the Egyptian Government on terms for the \$156m (£130m) project.

The U.S. Agency for International Development (AID) has made a grant of \$55m for the extra unit of the Bechtel-designed power station. The station will provide up to 75 per cent of Cairo's electricity when the first three units are in service by early next year.

Others participating in the financing of the fourth unit are the African Development Bank, the European Investment Bank, the Italian Government, Japan's Overseas Economic Co-operation Fund and the Canadian International Development Agency.

Egypt's Electricity Authority will meet local currency costs equivalent to \$21m, calculated at 0.70 piasters to the U.S. dollar, a sum of about \$318m.

Final agreement on Shoubra's extra unit is expected to be signed by the middle of the year. Expected completion of Shoubra's first stage which is some 18 months ahead of schedule is one of the Egyptian construction programme's success stories.

## Eastman Kodak International Capital Company, Inc.

Notice to the Holders of 4 1/2% Convertible Guaranteed Debentures Due 1988 Convertible into Common Stock of Eastman Kodak Company

Notice is hereby given that the conversion price of the 4 1/2% Convertible Guaranteed Debentures Due 1988 of Eastman Kodak International Capital Company, Inc., convertible into Common Stock of Eastman Kodak Company, has been adjusted, effective as of the date of business on April 24, 1985, to \$0.69 per share of Common Stock.

A. P. DONOVAN, Secretary May 16, 1985

## China in bid to improve links with E. Europe

BY LESLIE COLT IN EAST BERLIN

THE MOST senior Chinese official to visit Eastern Europe since Moscow's breach with Peking 25 years ago — deputy Prime Minister Li Peng — begins talks with East German officials in East Berlin today.

His trip is part of Chinese moves to improve relations with both the Soviet Union and Eastern Europe.

Earlier this year, Li conferred with the Soviet deputy Prime Minister, Mr Ivan Arkhipov, on improving relations, and with the Soviet leader, Mr Mikhail Gorbachev. Li is expected to sign a five-year trade pact with the Soviet Union next month.

From East Berlin, he will travel to Poland and Hungary at the head of a high-powered delegation which includes the

Chinese Vice-Foreign Minister, Qiu Qichen, head of the Chinese team negotiating with Moscow.

In recent weeks, the Chinese ministers for telecommunication and culture have visited East Germany, while an East German "friendship" delegation toured China.

Although relations have not been restored between their Communist parties, China's party leader, Hu Yaobang, recently sent a personal message to East Germany's leader, Herr Erich Honecker, expressing the wish to improve ties.

The East German media now reports favourably on China after nearly 20 years of news blackout.

## Japanese and Canadians in telecommunications talks

BY CARLA RAPOPORT IN TOKYO

NIIPPON TELEGRAPH and Telephone, Japan's telecommunications giant, is in talks with Northern Telecom of Canada on the possibility of sourcing some of its equipment from the Canadian group.

NTT said yesterday that a decision on potential purchases should be agreed by the end of this year. If the decision is favourable, it will mark the first significant order for foreign telecommunications equipment by NTT.

The Japanese group has traditionally purchased all its

major telecommunications equipment from Japanese companies, such as NEC, Fujitsu and others.

Japan runs a huge surplus in the trade of telecommunications equipment, which has put pressure on the Japanese to widen up their procurement policy to include foreign companies.

NTT confirmed that it has had informal approaches from AT & T, ITT and GTE from the U.S. on possible purchases, but formal negotiations with these companies have not yet begun.

## Canada air defence order 'unlikely before 1986'

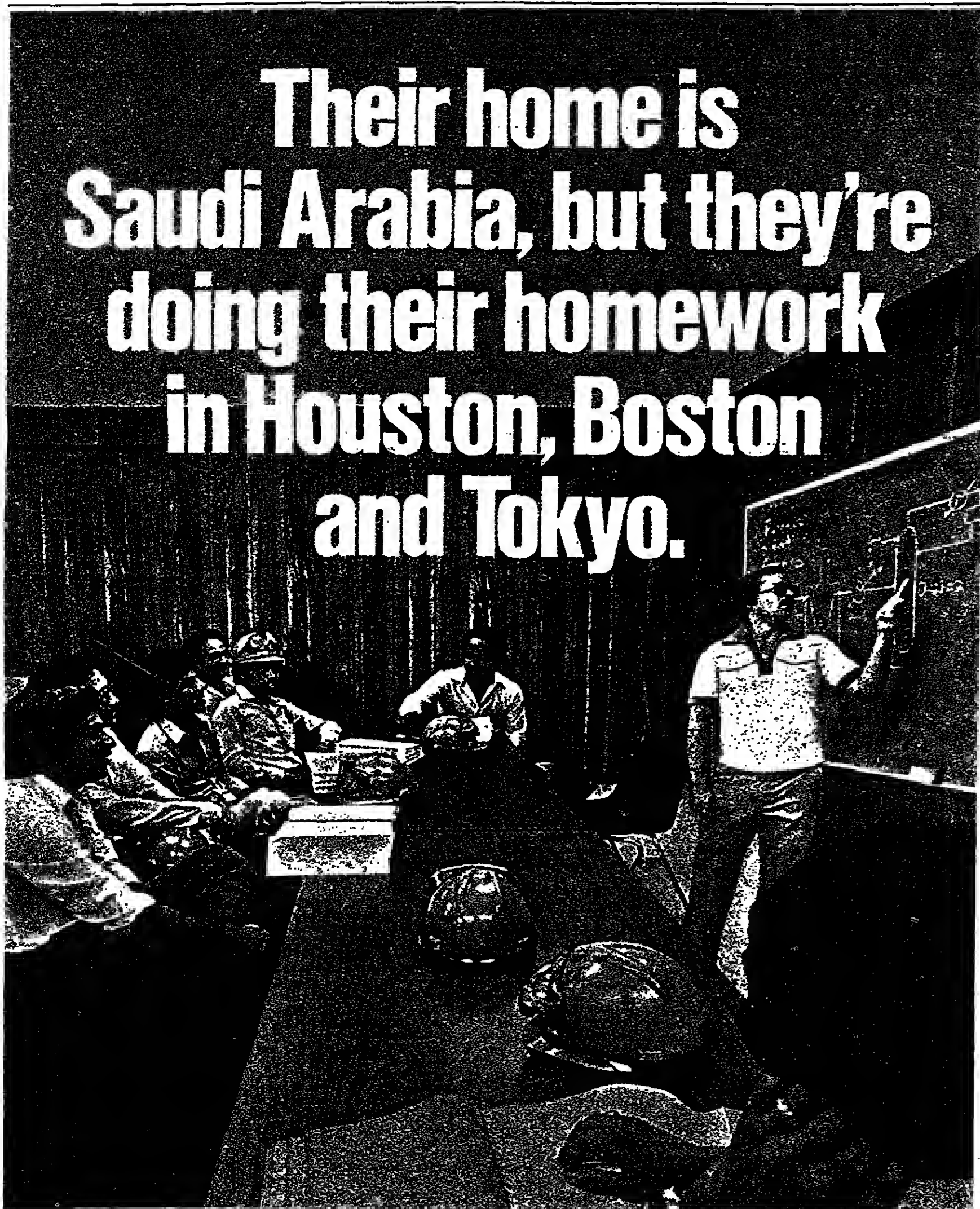
BY JOHN WICKS IN ZURICH

THE CANADIAN Government is unlikely to decide on the placing of its recently announced air-defence contract until "1986 at the earliest."

This was stated in Zurich yesterday by Dr Dietrich Buehrle, chairman of Oerlikon-Buehrle Holding. The Swiss group has two orders on the Canadian short list, one of them the "Adats" anti-tank system of its military products division, the other a low-level air-defence system from its Contraves subsidiary.

The Swiss would be general contractors in both cases, co-operating with Lufthansa Canada and Martin Marietta in the "Adats" contract or with Searg World Trade and Raytheon for the Contraves deal.

With regard to "Adats," Dr Buehrle said that this was also being looked at by the U.S. Army and "two other Nato countries" and by the Swiss Army. Delegations from third countries had, he added, been invited to U.S. Army tests of the system.



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## Ford UK makes first trading loss in 13 years

BY JOHN GRIFFITHS

FORD UK yesterday blamed overcapacity and fiercely competitive market conditions throughout Europe for a £14m operating loss last year—the first since 1971 in spite of achieving record turnover.

Had it not been for £74m received in interest, mainly on £726m in loans to its U.S. parent company, it would also have made a loss at the pre-tax level. Instead, it made a pre-tax profit of £80m, compared with £178m pre-tax and £38m at the operating level in 1983.

The sharp deterioration in Ford's financial performance has led the company's chairman, Mr Sam Toy, to give a warning of shortfalls in the funds needed for future investment, more rationalisation within the UK operations and the need for further productivity improvements from the UK workforce of 56,100.

Mr Toy said the results reflected a "serious trend of declining profitability since 1979" and he gave a warning that market conditions, which have led most of Europe's volume car makers into heavy discounting and "soaring marketing costs" would continue to intensify.

Ford's net profit was £31m an apparent improvement over the £103m net loss recorded in 1983. However, in that year it made "one-off" provisions of £200m to take account of capital allowances and corporation tax charges and £45m for its foundry operations closure. Last year's extraordinary charges totalled only £13m—intended to provide for further rationalisation which has yet to be announced.

Group turnover rose by 4.7 per cent to £2.75bn (£2.59bn). Ford sold a total of 853,000 vehicles, 579,000 of them in the UK. The proportion of the total produced in the UK rose from 53.8 per cent to 57.3 per cent.

This, together with rising production of engines for export to Ford's continental plants, helped the group to cut its balance of trade deficit to £501m from £573m in 1983. Imports fell by £29m, while exports rose to £890m from £834m in 1983.

Car production fell, however, by 14.1 per cent for which Mr Toy largely blamed industrial stoppages. The company said vehicles lost to disputes more than doubled last year to 63,000 from 29,000.

## Cabinet split over plan to end house monopoly

BY SUE CAMERON

SENIOR members of the Cabinet are split over the Government's plans to end the solicitors' monopoly on house conveyancing (the legal transfer of property).

Mr Leon Brittan, the Home Secretary, and Lord Hailsham, the Lord Chancellor, are understood to be fighting to keep banks and building societies out of the conveyancing market.

If they win their battle, they will force the Government to break a written guarantee given to Mr Austin Mitchell, a Labour MP, at the start of last year.

Mr Brittan and Lord Hailsham are being opposed by Mr Norman Tebbit, Secretary of State for Trade and Industry, whose department is

responsible for competition in the professions. Mr Tebbit is believed to have the backing of the Prime Minister.

Ministers had been expected to make a statement on the ending of the solicitors' conveyancing monopoly tonight during a House of Commons debate on the Administration of Justice Bill. But last night it was unclear whether the Cabinet would have resolved its differences in time for a statement to be made.

Lord Hailsham and Mr Brittan are thought to be arguing that it would be against the public interest to allow solicitors working for banks and building societies to do conveyancing for their employers' customers.

GANNET CLUSTER OF OIL AND GASFIELDS TO BE DEVELOPED TOGETHER

## Shell plans £2.5bn North Sea project

BY DOMINIC LAWSON

SHELL has revealed plans for a £2.5bn development of a cluster of five North Sea oil and gas fields. It is the largest capital sum yet earmarked for a single North Sea project, although some previous developments were more expensive after cost overruns.

Four of the fields are known as the Gannet cluster, lying 112 miles east of Aberdeen, Scotland. The fifth field is Kittiwake, 28 miles north-west of the Gannet cluster. Total recoverable reserves of the five fields are estimated at 220m barrels of oil and 600bn cubic feet of gas.

It is the first proposal to develop a cluster of small North Sea oil and gas fields as a single project, sharing processing and transport facilities.

The Gannet development has already been the subject of controversy after the award last month of £13m worth of orders for the early project design work. This went almost entirely to UK-owned companies.

The dominant U.S.-owned companies, such as Bechtel and Foster Wheeler, believe Shell originally wanted to select different contractors for the work, but were persuaded by the Department of Energy's Offshore Supplies Office (OSO) to give the work to UK companies.

Shell said yesterday that, as regards the rest of the project, "there is a fundamental pressure to buy British, but you must ask the OSO what its thoughts are."

The construction of the jackets and topsides for the Gannet plat-

forms will provide more than 6,000 jobs over about three years. The equipment and facilities obtained from suppliers could provide several thousand more jobs, Shell said.

Shell and its partner Esso are now holding talks with the Department of Energy about the proposals. The companies are likely to seek formal government approval next year. The fields could start production in 1991, subject to that approval.

Shell plans a main processing platform for the Gannet central field. The Kittiwake, Gannet West and Gannet East fields will have unmanned fixed platforms. Gannet North may be developed by means of an automatic subsea production system.

The method of disposal of the oil

has yet to be decided, but it is possible that a dedicated pipeline could be constructed.

Mr Peter Everett, managing director of Shell UK Exploration and Production, said yesterday: "Gannet is a significant pointer to the future. Schemes of this type will play a major part in the drive to develop the small fields we need to ensure high levels of oil and gas production well into the next century."

British Petroleum has made a gas discovery in the Dutch sector of the North Sea. The well in the Dutch block P/2 tested gas at a stabilised rate of about 10.5m cubic feet a day. BP has a 43 per cent stake in the discovery. The next largest partner is Phillips Petroleum with 18 per cent.

Phillips will not see the results of the discovery, because the U.S. oil company announced yesterday that it was putting up for sale all its Dutch North Sea interests.

Phillips combined this with an announcement that it will sell its half share in Philmac Oils, a UK company which operates a 13,000 barrel a day bitumen refinery at Eastham on the Manchester Ship Canal.

The sales are part of Phillips' drive to raise about \$2bn to finance its recapitalisation, which repelled a bid from Mr T. Boone Pickens, the U.S. corporate raider.

It had been thought that Phillips might sell its UK North Sea interests to help raise the cash, but it appears that Phillips wants to keep those interests at all costs.

## Regulatory body will monitor price of gas industry supplies

BY OUR ENERGY STAFF

THE PRICE that the British Gas Corporation pays for future supplies will be covered by the gas regulatory body planned by the Government to monitor the gas industry after privatisation, Mr Alick Buchanan-Smith, the Energy Minister, said yesterday.

This appears to cast further doubts on the ability of British Gas to take commercial decisions free of state interference, once it is in the private sector. When Mr Peter Walker, the Energy Secretary, announced the privatisation plans last week, he mentioned only gas prices to the consumer as the remit of the new regulatory body.

British Gas yesterday described the minister's comments as "most surprising." The corporation pointed out that, under the terms of the Oil and Gas Enterprise Act of 1982, the Government formally relinquished its rights to arbitrate in the event of any disagreement on prices between British Gas and its suppliers, the major oil companies.

The oil companies would probably welcome the Government's renewed willingness to intervene in this way, since they are worried that as a private sector monopoly, British Gas could become an even stronger opponent at the negotiating table. But British Gas is likely

to fight fiercely any further constraints on its commercial freedom.

The recent dispute between the Government and British Gas came over the Government's veto of the corporation's long-cherished plans to import about £27m of gas from Norway's Sleipner field. British Gas claimed that without the deal, it would be short of gas in the mid-1990s, to meet UK demands.

Mr Buchanan-Smith refused to be drawn on whether the Government would be able to veto a future such deal by British Gas, after the corporation ceases to be a shareholder. But he conceded that the Government would have a continuing interest in such matters and added that such a deal would require a pipeline "for which the new company would require authorisation from Government."

Mr Buchanan-Smith admitted to MPs that there could be a shortage of UK-produced gas in the 1990s, but that if that happened, imports on a smaller scale than those envisaged from Sleipner would be feasible.

In a memorandum submitted to the House of Commons energy committee yesterday, the Government claimed that because of the veto of the Sleipner deal "there is scope for

net tax receipts to range up to £250m a year higher on average throughout the 1990s."

This would be the result of UK gas production taking the place of Norwegian supplies.

The National Coal Board warned yesterday that it would halt all negotiations on a new colliery closure procedure if pit supervisors implement a ban on overtime, which could cut production by about a third.

The board's warning came as leaders of the National Union of Mineworkers in Nottinghamshire announced that their members had voted by three to one to oppose rule changes being put forward by the union's national leadership which the area sees as aimed at reducing its autonomy within the union.

The vote—15,157, or 73 per cent of those voting, in favour and 5,631, or 27 per cent, against—is likely to enhance further the possibility of the moderate Notts area breaking away from the national union, though it is still far from clear whether the national leadership will be able to achieve the two-thirds voting majority required to bring in the constitutional changes at the union's annual conference in six weeks' time.

## BR to cut 5,000 workshop jobs

BY ANDREW FISHER

BRITISH RAIL Engineering (BRE) is to shed nearly 5,000 jobs over the next two years, it confirmed yesterday. It plans to shut its historic Swindon works, employing 2,300 people, as early as next March.

The proposed job cuts, about 1,000 more than the figure given to trade unions last May, follow a 13 per cent drop in the past year in repair and maintenance work for British Rail, which has been speeding up its investment in new trains. The job cuts, which include 1,200 in Glasgow, produced a sharp reaction from trade union representatives. "We will use all our industrial strength to alter this decision," said Mr Harold Sealey, the Swindon executive member of the National Union of Railwaymen (NUR).

It is NUR policy to resist closures with industrial action. NUR officials met yesterday to discuss the BRE job cuts, but such action can only be decided by the NUR executive committee, not due to meet until next Thursday.

More than 12,000 Scottish members of the NUR held a one-day strike last month in protest at the planned rundown of jobs at the BRE works in Glasgow. BR said the strike cost around £200,000. The announcement of the Swindon closure will cast a cloud over

this summer's celebrations of the 150th anniversary of the Great Western Railway. Unions will meet BRE again on May 29 for further talks on the job losses. The NUR said it was concerned about the speed of the Swindon closure, as well as the scale of the total redundancies.

BRE said it hoped most redundancies could be achieved by natural wastage. With the Swindon closure and the rundown of Glasgow from 1,850 jobs, the main BRE sites will be at Crewe (4,100 jobs, with 180 to go), Derby (5,850 at two works, with 120 to go), Doncaster (3,000, with 350 to go), Eastleigh near Southampton (2,400, with 400 to go), Wolverton, near Milton Keynes (2,100, with 140 to go), and York (2,650, with 120 to go).

The redundancy programme will bring the BRE workforce down to some 20,500 people. Five years ago, it employed 35,000. The company closed the Shildon wagon works in County Durham last year. Turnover in 1983 was down to £443m from £478m in 1982, but profits were up to around £10m from £8.5m.

Most of BRE's workload comes from repair and maintenance for BR, though the company is building up its export business.

"Jobs decline, Page 5"

## Optica observation aircraft crashes

AN OPTICA light aircraft, a revolutionary UK design with a glass observation bubble, crashed yesterday on its first day of service with Hampshire police. The crew of two policemen were killed.

The Optica, designed by Mr John Edgley, was the first production model and had received its certificate of airworthiness in February. The aircraft was owned by Air Foyle of Luton, Bedfordshire, and was on charter to the police for observation work.

Edgley Aircraft has 84 orders for the Optica, each worth £138,000, giving a total order book of about £11.8m. The company is based near Salisbury, Wiltshire.

The crash happened as the Optica was circling a marketplace in Ringwood. The aircraft, according to witnesses, suddenly banked away and dived into the ground.

ROLLS-ROYCE wants the development of a high-power engine for the European fighter aircraft to be a "strategic step towards a unified European military aero-engine industry," the company said on the eve of the meeting of defence ministers in Rome to discuss the Eurofighter.

This is the first time Rolls-Royce has called for a single European engine industry.

Saeneca, the state-owned French manufacturer, wants its proposed lower-powered M-88 engine to be used for the European fighter. Saeneca wants France to have the dominant role in the development and production of this engine.

In sharp contrast, Rolls-Royce favours full European collaboration. LABOUR PARTY inquiry into the policing of the recent miners' strike has called for a Royal Commission to examine the constitutional position and control of the police.

It also urged an inquiry into allegations of police violence, miners' violence and erosion of civil liberties during the strike.

BRITAIN should become a full member of the European monetary system, according to the Confederation of British Industry. Mr Ken Edwards, its deputy director, said the CBI believed this in spite of the recent rise of the pound against the D-Mark.

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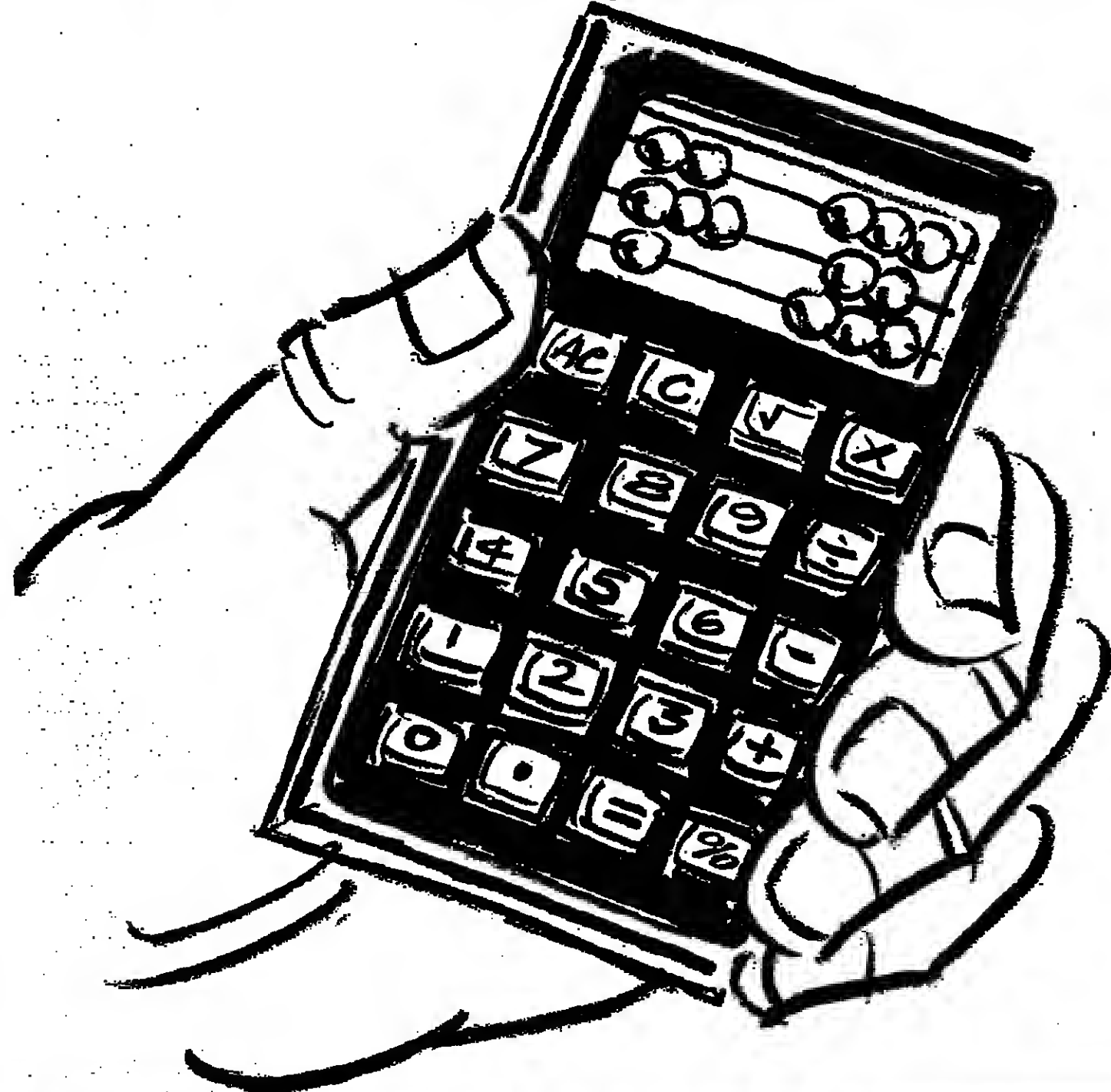
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## UK NEWS



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## S. African group to take stake in Kunick

By Our Financial Staff

KUNICK LEISURE, the rapidly expanding unquoted group headed by Sir Fred Pontin, is to raise around £3.74m by the sale of 40 per cent of its stock to Kersaf Investments, the South African hotel and leisure group.

In the wake of the deal, which follows the £2.52m placing with UK institutional investors in March of this year, Sir Fred will make his long-threatened move of stepping down as chairman and handing over to Mr David Hudd.

For some time it has been thought that Kunick would be the next leisure company to come to the Unlisted Securities Market (USM). Kunick will be paid for its shares via arrangements which have been made with S.G. Warburg, the merchant bank, and broker Rowe & Pitman, Akroyd for 2.66m Kersaf shares placed with UK institutional investors at a price of 38p each.

The whole arrangement is dependent on approval by Kunick shareholders, on listing being granted for new ordinary shares of Kersaf on the Johannesburg Stock Exchange, on the waiving by the takeover panel of the obligation to make a general offer and of other regulatory approvals.

Kersaf itself is about to undergo major reorganisation as a result of which it will become a subsidiary of Safmarine and Rennie Holdings.

After this it will become a holding company with a 73 per cent stake in the UK-based Sun International Hotels, which operates hotels, resorts and casinos in South Africa and Mauritius, along with interests in Southern Sun Hotel Holdings (South Africa's largest hotel group) and a film and television company.

Kersaf said last night that Kunick "will be a principal vehicle for Kersaf's expansion in the UK and European leisure and entertainment sector, and it will be seeking to grow by acquisition."

Kersaf's Mr Sol Kerzner will join the Kunick board.

## Survey finds London and Paris among the cheaper world cities

BY ARTHUR SANDLES

THE CONTINUING strength of the dollar has helped to keep many U.S. cities among the most expensive places in the world for the business community. Only notoriously costly cities like Lagos, Tokyo, Cairo and Tehran are more punishing on the commercial pocket than Chicago, San Francisco and New York.

The latest survey of executive living costs around the world by Business International suggests that London is once again a bargain basement. It is now 66th in the world league table, cheaper than Singapore (14th) Hong Kong (34th) and Paris (52nd).

According to the survey, Lagos is the world's most expensive business city for the fourth year in succession with an index of 146 against a base level of New York at 100. The sheer scarcity of products in the Nigerian capital pushes up the price of many items. Researchers found a kilo of rice to cost \$17.

The survey was carried out at the end of January, when the pound's exchange rate to the dollar was \$1.11.

The most expensive city in Europe was found to be Oslo, which was still 13 per cent cheaper than New York. The Swiss cities of Zurich and Geneva were next, with costs about a quarter less than New York. Lisbon is still the cheapest business base in Europe (53 per cent of New York levels) in spite of a 28 per cent inflation rate.

This rate of inflation, however, pales before those of Latin America. Buenos Aires saw 865 per cent inflation and Rio de Janeiro 219 per cent. "These cities remained bargains, however, as living costs were contained in dollar terms," the survey comments. Rio's index was 46, one of the world's lowest.

The survey is used by many companies around the world as a basis for salary adjustments and other payments. Comparisons include food, cars, utilities, clothing, domestic help and entertainment. The researchers stress that local housing rental costs are not included. Business International (Human Resources Division) 12 Chemin Rieu, Geneva, Switzerland.

## THE WORLD'S MOST EXPENSIVE CITIES IN 1985

City Ranking	City	Index (NY = 100)	% Increase from Jan 84 to Jan 85
1.	Lagos	146	27.0
2.	Tokyo	118	12.5
3.	Tehran	115	14.5
4.	Cairo	114	18.0
5.	Chicago	102	3.5
6.	San Francisco	101	3.5
7.	New York	100	0.0
8.	Los Angeles	99	3.5
9.	Washington DC	98	3.5
10.	Boston	97	3.5
11.	Houston	97	3.5
12.	Memphis	97	3.5
13.	Atlanta	97	3.5
14.	Madrid	96	3.5
15.	Singapore	95	3.5
16.	Algeria	95	3.5
17.	Paris	94	3.5
18.	Rome	93	3.5
19.	Frankfurt	92	3.5
20.	London	91	3.5

\*The weighted index is based on: shopping basket of food items, alcoholic drinks, housing, household appliances, personal care items, tobacco, utilities, clothing, domestic help, recreation and entertainment, transport.

\*\*This annual inflation indicator is based solely on the price movements from January 1984 to January 1985 of the items included in the index and should be considered to be "inflation for executives," as it takes into account the purchasing habits of this particular group.

## Jobs in industry decline again

BY MAX WILKINSON, ECONOMICS CORRESPONDENT

A FURTHER 11,000 jobs were lost in manufacturing industry in March, according to the latest official figures published yesterday.

They showed that total employment in the manufacturing sector fell by 27,000 in the first three months of the year to 5,387,000. This was 40,000 fewer than a year earlier.

The number of jobs in manufacturing industry has been declining for many years as new jobs have been created elsewhere in the economy, mainly in the service sector. The latest Department of Employment figures suggest an accelerating decline in recent months in spite of evidence that output and orders in the manufacturing sector are buoyant.

The 27,000 decline in jobs in the first quarter of this year compared with a rise of 2,000 in the final quarter of 1984 and an average decline of only 7,000 in the second and third quarters.

The number of jobs lost in the first quarter of 1985 was almost the same as the figure for this year. It may be, therefore, that the seasonal pattern has been changing and that this is not fully reflected in the normal correction for seasonal variations made by the department.

The sharp rise in interest rates during the sterling crisis in mid-January, with uncertainties about the duration of the miners' strike, may have given a temporary jolt to manufacturers' confidence early in the year.

The latest survey of manufacturing industry by the Confederation of British Industry, in April, suggested that in recent months overall employment was roughly static. The CBI survey showed that larger companies were still cutting back their labour forces quite sharply, although smaller companies were taking on labour.

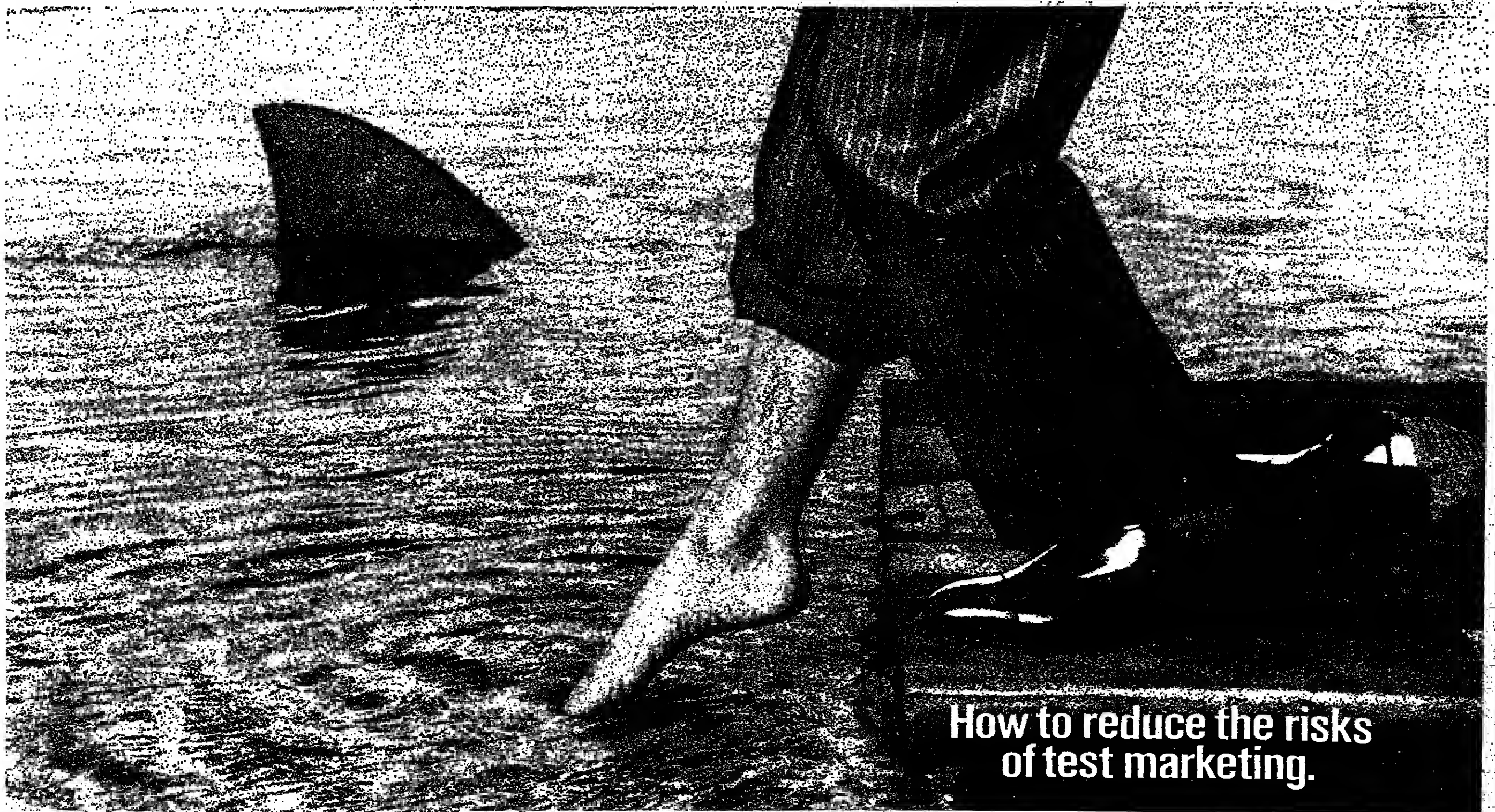
The latest unemployment figures which reflect the labour market in

the whole economy have suggested some acceleration of the rate at which jobs are being shed, with the average monthly rise in unemployment up to 17,800 in the three months to April, compared with 10,000 in the three months to January.

Yesterday's figures do not give the estimated employment total for the whole economy in the first quarter of this year. Revised estimates show that the total number of jobs rose by 343,000 in the 12 months to the final quarter of 1984 when the figure was 23.63m.

The figures also showed that average earnings rose by 9.1 per cent in the 12 months to March. This partly reflected the unwinding of the miners' strike, so that the official estimate of the underlying rate of increase is 7.4 per cent, the same as for the previous eight months.

Average earnings in manufacturing industry rose by 9.4 per cent in the 12 months to March.



## How to reduce the risks of test marketing.

## RISK: YOU'RE IN THE WRONG AREA.

Just because the costs appear low, it doesn't mean that an area is right for your product.

TVS is the TV contractor for the South and South East, one of Britain's richest markets.

Our audience is high in ABC1 consumers, big spenders who are open to new ideas and new products.

And our substantial test market discounts make reaching them cheaper than you think.

## RISK: YOUR CREATIVE APPROACH IS WRONG.

The TVS split area facility lets you minimise the risk. For example, you can start by advertising

in just one part of our area.

Or you can test different creative approaches: run one campaign in our South Eastern section and another in our Southern section.

You can even run the same campaign across the whole area, upweighting it in one section only.

There's no extra premium for this valuable facility. We're as keen as you are to get your advertising right.

## RISK: YOU LOSE YOUR TV TIME.

Many contractors offer special test marketing rates. These special rates are often pre-emptible.

In other words, if the contractor gets a better

offer for your advertising spots, he'll take it.

A situation that plays havoc with your costs, figures and timetable.

At TVS we guarantee our test marketing spots against pre-emption.

The spots you book with us are the ones you'll get. Your figures and timetable remain intact.

## RISK: YOUR RESOURCES ARE LIMITED.

If your brand is a newcomer to television, we'll pay up to £10,000 towards the making of your first commercial through our production incentive scheme.

When it comes to evaluating your campaign, we

have a specialist market research team ready and waiting.

We can also give on-the-spot support to your product with our team of in-store merchandisers.

You don't have to be big to run a test market in the TVS area.

For further details of test marketing with TVS, together with case histories, telephone John Fox on 01-828 9898.

Then you can test the water without getting bitten.

**TVS**



# UK NEWS

## Managers tried to buy state bus group

By Sue Cameron

THE STATE-OWNED National Bus Company (NBC) has revealed that its top managers tried to organise an employee buyout of the entire group some 18 months ago.

They were told by ministers that such a scheme was "politically naive" because the Government could not countenance selling a monopoly into the private sector.

Last week's announcement that the Government is planning to sell the state-owned, monopolistic British Gas Corporation to the private sector - in one piece - has infuriated many of NBC's top executives.

Some feel that the decision on British Gas adds insult to their injury, coming on top of the Government's decision to sell the state-owned British Airways - which also has a near monopoly in many areas - to the private sector.

NBC's top managers claim their group is not a monopoly. They say it has only some 3 per cent of the total travel market in Britain, and that it has to compete against cars and against the state-owned British Rail.

NBC is due to be privatised after the deregulation of local bus services. No decision has yet been taken as to whether the group should be split into a large number of small companies before being sold off, or privatised in a small number of large pieces.

Both the Government and NBC have now appointed outside consultants - Price Waterhouse for the Government and Barclays Bank for NBC - to advise on privatisation proposals.

Some senior people in NBC have evidently not given up all hope of a management-led employee buyout for the entire group. They believe the survival of a privately owned National Bus, intact and able to continue for a while with some cross-subsidisation, could ease some of the problems they are predicting with bus services after deregulation.

NBC said yesterday that the UK's network of local bus services was being "put at risk" by the Government's plans to deregulate the industry and introduce greater competition into the market. It said that rural bus routes would be the prime candidates for cuts.

## Radical reform at the stock exchange

# London trading begins in currency options

BY ALEXANDER NICOLL

THE London Stock Exchange takes a significant and aggressive step in its reformed future today when Mr Nicholas Giordano, president of the Philadelphia Stock Exchange, formally opens the first currency options contract to be traded on a British exchange.

Options are the boom instrument this year on the world's financial markets. In London, the stock exchange's existing options on 30 equities, a stock index and short-dated government securities have taken off after seven years of struggle, with the introduction of British Telecom options after last year's flotation.

International banks, especially in London and the U.S., have meanwhile developed sophisticated currency options for their corporate customers. In the U.S., the Philadelphia exchange has had remarkable success with traded currency options, and other exchanges have shown booming growth in options on other financial instruments, notably treasury bond futures.

An option, whether it is on currencies, equities, or futures, provides the buyer with the right, but not the obligation, to buy or sell a fixed amount of the underlying entity at a fixed price at any time before a specified expiry date.

Like futures contracts, options have become popular because of the volatility of financial markets. They are one of a range of methods that market participants can use to hedge, or protect, their positions against sudden fluctuations. They are also attractive to speculators who stand to make large profits from relatively small investments.

The foreign exchange markets have proved spectacularly volatile since floating exchange rates took effect in 1973, and have thrown up various means to enable those exposed to sudden movements, such as banks or companies with foreign currency receipts or commitments, to protect themselves. In Britain, the main method has been the forward market operated by banks active in the spot exchange markets. This simply locks the participant in to a fixed rate at a specified time in the future, generally closely related to the interest rate differential between the two currencies involved.

In the U.S., a currency futures market developed in Chicago, offering tradeable commitments to buy or sell fixed amounts of currency at a fixed price at a specified time in the future.

In Britain, the London International Futures Exchange (Liffe) also introduced currency futures in 1982, but the contracts have attracted only small volume. In a hotly competitive atmosphere, both the stock exchange and Liffe, which will itself begin trading currency options on June 27, are each hoping that options will attract greater interest from financial institutions.

For some investors, options have advantages over futures. The buyer's risk is limited to the price of the option. A buyer of a currency option obtains insurance against an adverse movement in an exchange rate but still retains the opportunity to benefit from a favourable exchange rate movement.

The contract which will begin trading today is a sterling/dollar option with a value of £12,500 - half the size of Liffe's, but identical to the contract traded in Philadelphia. The London exchange hopes to make its trading "fungible" with Philadelphia's, meaning that a contract bought in London in the morning could be sold later in the day in Philadelphia. But this still requires regulatory approval.

Since the currency and stock markets have different participants, the London exchange will today for the first time open its door to banks, in a prelude to the membership changes which will take place amid the current radical reform of the exchange.

Other "big bang" changes are pre-announced today. Market-makers in currency options, including Standard Chartered Bank, Rudolf Wolff and two established jobbers, Akroyd & Smithers and Smith Brothers, will be able to trade both as principals and as agents for their clients. This "dual capacity" has been barred but will become widespread after the exchange's reforms.

Bank of America has also applied to be a market-maker in currency options.

A further harbinger of the future are commissions, set by individual

brokers rather than the fixed scales which have been the norm on the exchange until recently.

Both brokers and potential users believe that a healthy currency options market could develop in London, though most doubt that there is room for sufficient liquidity to accommodate both the stock exchange and Liffe contracts. Both plan to introduce other currencies, led by the D-Mark, soon after sterling/dollar start-ups.

Typical users of the market - especially buyers of options - are likely to be banks wishing to hedge the positions they have taken by selling, or "writing," large options for their corporate customers; British companies wishing to protect themselves, for example, against an erosion of the value of expected dollar receipts by a fall in the dollar's value; or investment managers with, for example, a portfolio of dollar-denominated investments that would suffer from a dollar fall.

Although the fundamental reasons for using the options market are simple - whether they be for hedging or speculation - the actual range of courses of action available to participants is broad. Small investors would be wise to educate themselves before plunging in.

Options are divided into "calls," which provide the right to buy, in this case, £12,500, and "puts," which give the right to sell the same amount. Within these divisions, there are "series" of different possible prices at which options could be exercised, ranging on either side of the current market price - in this case, the dollar/sterling spot exchange rate.

The further variable is the expiry date, spread at three-month intervals.

Like futures contracts, few options actually produce a "delivery" of the underlying entity because market positions are generally closed out before expiry or exercise. The profit, or loss, of most traders will simply be the variation in the premium, or price of the option itself, between the purchase and sale. Many options will, in any case, expire worthless because the spot exchange rate never comes near the specified exercise price.

9

**It's not an old school or dub tie, but it's guaranteed to help you in the City**

If you would like to know more, please clip out the coupon and contact us in London or at one of our offices in France, the Netherlands, Germany, Switzerland and Bahrain. You'll find a style of business that suits you.

We may be a new face to you, but our pedigree is immaculate. As the London branch of Yamaichi, the oldest of the Japanese "Big Four" investment houses, our history goes back to the last century. Naturally, therefore, our knowledge of the ins and outs of the Japanese stock, bond and money markets is second to none. Not only that, but Yamaichi is also fast building up a highly respected reputation as a source of advice on all kinds of markets and currencies. And it doesn't end there. We bring you these services using a satellite communications network which is one of the fastest and most comprehensive around. But we don't forget the traditional personal service - two-thirds of our staff are British, so for good reason Yamaichi has been dubbed "the most British of the Japanese securities houses".

I would like Yamaichi to help me. I am interested in the following services:

Stockbroking	<input type="checkbox"/>
Underwriting	<input type="checkbox"/>
Bond trading	<input type="checkbox"/>
Fund management	<input type="checkbox"/>

Please send me your company brochure ☐ a silk tie ☐ or, a ladies' silk scarf ☐

My name \_\_\_\_\_

Position \_\_\_\_\_

Company name and address \_\_\_\_\_

\*In a limited edition of 200. \*\*In a limited edition of 50.

Please send to Paul Archer, Yamaichi International (Europe) Ltd, 74/78 Finsbury Pavement, London EC2A 1JD, or telephone him at 01-628-2271.

# Peat Bog to Airport in 16 months



PORT STANLEY

In one of the few remaining pioneering construction projects in the world a greenfield site on virgin shore 8,000 miles from the UK has become a working airport in just 16 months from the start of permanent works.

The opening of Mount Pleasant Airport, Falkland Islands, by HRH Prince Andrew, marks the completion of Phase I of the development. Phase II, including staff accommodation and support buildings, will be completed next year. This probably represents a world record in construction for a permanent airport which would normally take a minimum of five years to plan, implement and complete. LMA and the Property Services Agency at Mount Pleasant will have taken three.

This has been achieved with:

- Labour, equipment and most materials except sand and aggregates being sourced from the UK.
- Half a million tonnes of freight, including 850 major items of plant being shipped to the island.
- To date, 1.5 million tonnes of stone have been quarried locally in the Falklands for the project.

In addition to the main runway, capable of taking wide-bodied aircraft, the contract has required the construction of:

- A village for 2,000 people.
- 25 miles of access roads.
- A 35-mile road to Port Stanley.
- A port facility to handle all freight and equipment shipped in.

A remarkable feat by all concerned and the British construction industry at its very best.



## LAING-MOWLEM-ARC

Joint Venture,

Millbank House, 171-185 Ewell Road, Surbiton, Surrey KT6 6AX.

A joint venture of John Laing Construction Limited, Mowlem International Limited and Arney Roadstone Construction Limited.



## THE MANAGEMENT PAGE: Marketing and Advertising

EDITED BY CHRISTOPHER LORENZ

## Insurance

## Combating the 'whinge factor'

Feona McEwan on two companies' attempts to change public opinion

INSURANCE, it is said, is sold, not bought. Of all "products" to push, insurance has to be one of the hardest. How do you set about selling something that people don't want to know about? Rationally insurance may have a lot going for it—everyone, after all, needs it in some form—but in an emotional sense, and this is what such decisions are said ultimately to be based upon, the image of insurance is bankrupt.

Research has unearthed a number of boogies: people know very little about it and want to know even less. It is seen as a necessary evil, associated with death and disaster, not good news. To talk about it, some would have us believe, is to court crisis. Others say it acts as a talisman and wards off disaster.

Thomas Cowper Johnson of ad agency Waldrom Allen Henry Thompson which handles the Commercial Union explains: "There's a feeling that people are never paid what they're owed; that companies have a way of reverting to the small print that a claims inspector's first priority is 'how can I get out of this'; that claiming is like going through the inquisition, and your word is doubted." This is what Robert Deighton of ad agency Kirkwood and Partners (Legal & General's main agency) calls the "whinge factor."

Marketing has come late to the insurance world. The financial services revolution which has sent traditionally disparate institutions—banks, building societies, unit trusts—chasing after the same purse, has done much to change the industry's approach to business, especially over the last five years. Removal of tax relief on life insurance premiums has changed things too. "It means insurance companies have to be more consumer-led," says Miranda Kennett of WAHT. "They are not used to seeing themselves as a service industry." Now the acid wind of competition is shaking many grey, faceless financial institutions and insurance companies are not alone

here—in pushing their wares more visibly and amiably. One obvious indication of this is the near vertical rise in advertising expenditure of the sector. According to Media Expenditure by Analysis Ltd (MEAL), the insurance and assurance sector has upped its spend nearly tenfold from 1975 to 1984, from £4m to £38m.

Given public hostility towards the industry, perhaps it is little wonder that two of the more lively ads currently on our screens come from the more marketing-conscious insurance companies, Legal & General and Commercial Union. Each—each spends around £2m annually on its corporate advertising—has grasped the nettle by a different leaf.

"We won't make a drama out of a crisis" is one of those slogans admen dream about. Adopted into the lingo, it has been adapted and bowdlerised by headline writers from The Times to the New Musical Express. It has been used, it is true, against the company it represents (the Midland "listening" bank will sympathise) but always indelibly associated with it. Commercial Union has made its own.

## Revolutionary

When the campaign originally burst in 1979 (devised by the award-winning creative team of Susan Hedges and Bill Thompson) it was regarded as pretty revolutionary, even inflammatory. "It was a leap in the dark," says Cowper Johnson. Consumer-led advertising in the sector was unheard of at the time; the most visible insurance message was the durable "man from the Pru."

CU advertising focused on the claims side of household insurance using real life stories, though not everyone believed this. It took to television and national press for the first time to win hearts as well as minds, tackling all aspects of cover—fire, flood, car damage.

CU chose this route after research showed that for all the consumer reluctance about

insurance, the company was seen to have a fairly good claims reputation. As with all corporate campaigns the idea was to convey the "caring company" concept to counter the "impersonal giant" image. Though one of the largest insurance houses in the UK, CU was shown to be one of the lowest in awareness levels.

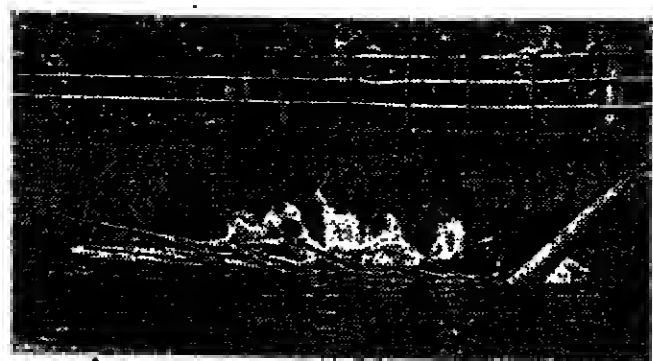
The CU tack ricocheted round the industry. Fears that such an approach would only serve to increase the number of claims sent abuzzed through fellow institutions. CU's reply to that is that it sensed the climate of marching consumerism.

Of course expectations of us were raised following the advertising," says press relations officer Ray Morley. "And at the rate of 700,000 claims a year there were occasions when we couldn't settle every one quite as successfully as those in the campaign. Of course the ads picked out the best examples. And any complaints we get, which luckily are few, do tend to end up quoting the slogan."

Nonetheless, the benefits, says CU, far outweigh any backlash. "Being first to focus on claims has meant CU gets a generic benefit," says the agency. "People think of CU first. In the past three years, the CU life insurance side has taken off, helped by the spin-off of confidence in the CU name."

Legal & General has followed a different route. Earlier advertising in the 1970s had been about building a brand—something unknown in insurance circles in the UK. Legal & General had been used to make L & G a household name it now believes it is. This year it changed emphasis from insurance (long its strong suit, unlike CU whose strength has traditionally been its commercial insurance) to investment. And the tactic it uses is to knock itself.

"Legal & General—only 99 per cent of getting it right" goes the slogan, following a demonstration of ventures that went wrong—drilling for oil and just water ("not much luck in Moku") and investing in



## As soon as we saw the damage we agreed to bail them out.

We all know what happened in the midlands. The only way to get the money back was to bail them out. We agreed to bail them out.

sy spray in the year of the fly-reducing drought. Having arrested the attention, the ad then packs its punch—"However, you have to speculate to accumulate, and despite the odd hiccup Legal & General have more than doubled their investments in the past five years which is very good news for anyone who's got their money with us."

"Yes, we thought it was a brave thing to do," says Douglas Wright, marketing communications manager of Legal & General. "But we took this route because the upside is not very interesting. People would say, well you'd expect them to say that wouldn't you...?"

"Tone of voice was important," says Robert Deighton. "The disarming pitch was the only way to go because L & G was seen as so successful and needed to be made approachable."

The ad was heavily researched last year when the agency found the L & G image out of kilter with reality. In fact 90 per cent of its business was in pensions, savings, diamonds, yet it was perceived primarily as an insurance house. The agency identified what it calls "the emergent investor," thriving in the Tory shadow. "The rich were getting richer, there was redundancy money around, and inherited money. So the people were cautiously putting their money into building

securities but were aware they could be doing something more sexy with it," explains Deighton. "British Telecom did a lot to make investing sexy. Yet these people wouldn't know their way round the City, their eyes glaze over at the sight of unit trust ads and anyway they think the City is for people with their own brokers..."

L & G is therefore pitching for this emerging force, those with entrepreneurial spirit, allied at the same time to the safe and trusty image that is L & G's legacy from previous campaigns. But it won't succeed overnight, as Wright well knows. "Attitudes to savings are very conservative in this country. Some people are still holding onto their national savings bonds bought in the 1950s."

Though it's too soon to gauge the effects of the L & G approach, initial reaction is highly favourable. Asked his view now, one elderly Mancunian was moved to say "a very manly company. And L & G won't quibble with that."

**Extram**  
The growth of press display advertising revenue in 1984 was given last week as 37.2 per cent for national newspapers and 36.7 per cent for regional. This in fact referred to growth in year terms, during the period 1979 to 1984. Real growth in the year 1984 was 9.2 per cent for national and 4.9 per cent for regional.

## Not wild about Harry

Christopher Parkes reviews a book for would-be salesmen

SOMEWHERE, hidden deep in the bowels of The Gentle Art of Salesmanship, there is a worthy volume screaming to get out. The trouble is that it can barely make itself heard above the scatalogical rantings which occupy the first 50-odd of its 150 pages.

This stunningly vulgar book, its content largely obscured by endless parentheses, swatches of distracting italics, and noisy, notsoe blasts of dirt, dirty jokes, has something to offend almost everyone.

There are cheap jibes on hand for anyone who is not a salesman. If your name is Stan or Peter O'Toole and you live in Slough, Peru or Barnsley, favour Hush Puppies as footwear, keep a lighthouse, farm maggots or practice accountancy for a crust, suffer from piles and have a less than pyrotechnic sex life, then be warned.

Author Harry Turner, 30 years in selling, started life

as a baked beans salesman. Since surviving what he called a "diabolical" stint with Crosses and Blackwell, he has gone on to greater things. Mainly experienced in media selling, he now finds himself managing director of Television South West and, by the by, the second largest shareholder on the board.

All of which suggests that he may have a fund of experience and success worth passing on. To be fair, for the truly dedicated reader with the stomach and patience to cut through the guff, there are pointers enough in this volume to help and encourage the truly dedicated would-be salesman.

He is particularly strong on stringing together cohesive expositions on the importance of some apparently obvious details of the salesman's craft. There is much of practical use on handling job interviews, keeping mind and body modestly

fit, handling the telephone, closing the vital sale, travelling and staying sober.

In one of the very few calm spots in the maelstrom, he launches into a brisk and clear discussion of the uses and abuses of expenses and incentives. Perhaps significantly, this section is about the only part in the book where the italics ease off and the deletable expletives disappear.

The publisher, it is understood, has such high hopes of bumper sales that Mr. Turner is already working on a sequel.

If it is not too late, he may be well advised to take a little of his own advice, and develop "the art of using a few words." "Don't gabble," says the single most important attribute a salesman must develop is a love of language."

The Gentle Art of Salesmanship by Harry Turner. To be published by Fontana on June 3. £1.95.

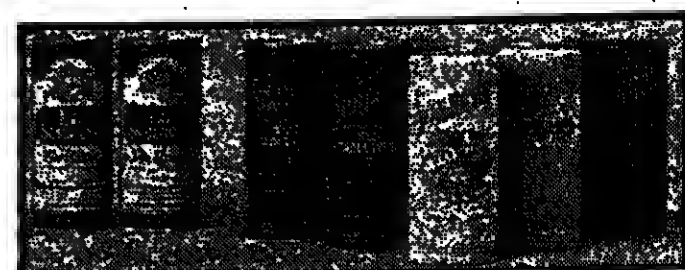
## IDV cans French labels

THERE is a great deal of difference between marketing wine in a can and the same product in a glass bottle, according to International Distillers and Vintners, the Grand Metropolitan wine and spirits subsidiary.

This month IDV is relaunching its 25 cl canned wine brand with a packaging design it believes complements the can, in contrast to the previous label which was reminiscent of the traditional bottled wine label.

Says Graeme Christie, wine manager at IDV: "This new range of five wines is the result of us thinking about the whole presentation of wine in a can."

IDV was the first company to launch a 25 cl unseasoned can—largely in conjunction with Metal Box. The move to cans followed an earlier break with tradition in the wine trade when wine boxes were introduced in the early 1980s. Christie says there was "a very largely negative attitude towards wine in a can at the time. But we recognised the



Left and right before and after of canned wines

importance of new forms of packaging."

To get over part of the hurdle IDV designed its La Sonelle canned range, a Vin Rouge and a Vin Blanc, with a design as close to an authentic wine bottle label as possible. There was a front and a back label and much of the description was in French.

Launched two and a half years ago the product picked up business in the duty free sector and sales grew to around 1,750,000 cans a year in a total market of around 5m cans.

However, around 15 months ago sales began to level off and IDV started to re-research its market. It found that more people were willing to accept products in a can but also that there was a resistance to the labelling. "Consumers did not know foreign languages and wanted simple

messages such as how many glasses were in the can," says Christie.

The result was a much simpler design with no front and back label and as little French as possible. "We looked at the product in the context of the can and not from that of the wine," says Christie. So the brand name is now no longer La Sonelle, with its French associations, but rather "Sonelle." This has enabled IDV to introduce a Vinagret wine (of German style) into the range in association with Lutetia Riesling shippers, Telscher Bros. "We are forecasting that canned wines will settle down at around 1 per cent of the market," says Christie "and become a regular part of people's drinking."

Lisa Wood

## JOURNEY—LONDON TO DIJON FOR SIX PEOPLE

## SCHEDULED FLIGHT

DAY	
6.30	Alarm goes off
7.30	Depart Central London
8.15	Arrive Heathrow
8.55	Depart Heathrow
11.25	Arrive Lyon (nearest scheduled airport to Dijon)
11.45	Clear Customs
11.55	Taxi to Rail Station
12.49	Depart Lyon Station
14.33	Arrive Dijon Station
14.50	Arrive Meeting
MEETING	
19.00	Meeting Ends (You've missed the last scheduled flight from Lyon so you've had to book a hotel in Dijon)

DAY	
(There is no train connection to catch the morning flight from Lyon.)	
15.45	Depart Dijon station
17.43	Arrive Lyon Station
17.50	Taxi to Lyon Airport
18.20	Arrive Lyon Airport
19.00	Depart Lyon Airport
19.30	Arrive Heathrow
19.45	Clear Customs
20.30	Arrive Central London

**COST £1,560**  
(not including train fares, taxis and hotel bills).

## MCALPINE CHARTER

DAY	
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11.45	Depart Luton
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14.30	Clear Customs
14.50	Arrive Meeting
MEETING	
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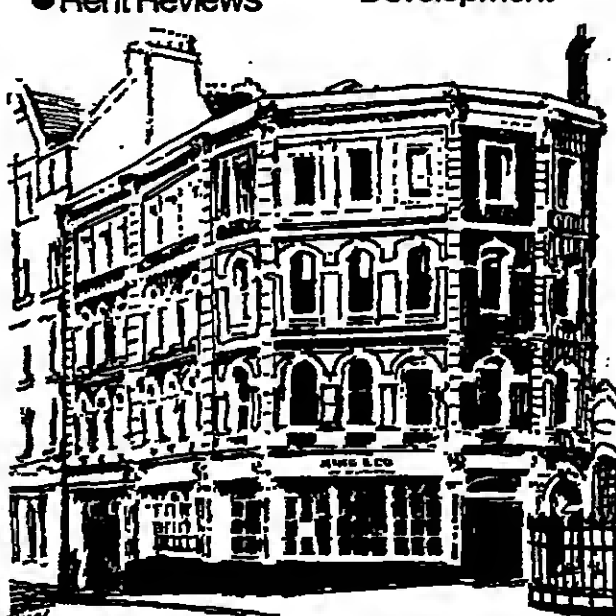
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## Corporate Treasurer

Surrey £20,000+ car

Our client is an international systems consultancy with a turnover in excess of £50 million. This fully listed company is highly successful and is expanding rapidly both organically and by acquisition.

The Financial Director now wishes to recruit a Corporate Treasurer for the Head Office. This is a new position and responsibilities will include:

- ★ Forex management and systems development
- ★ Bank relationships and negotiations
- ★ Cash management and forecasting
- ★ Tax and profit planning

Applicants are invited from ambitious graduate Chartered Accountants, aged 28-32 who can demonstrate excellent communication skills, a flexible attitude and relevant treasury experience.

The remuneration package includes a company car, contributory pension scheme and BUPA. Relocation expenses will be reimbursed if appropriate.

Applicants should write to Andrew Sales, FCCA, Executive Division, enclosing a comprehensive curriculum vitae, quoting reference 251, at Michael Page Partnership, 31 Southampton Row, London WC1B 5HY.

**Michael Page Partnership**  
International Recruitment Consultants  
London Bristol Birmingham Manchester Leeds Glasgow  
Brussels New York Sydney

# Sinister developments in headhunting trade

BY MICHAEL DIXON

ANYONE who feels that sport has become over-influenced by big business practices may be still more troubled to hear that the influence is now flowing the other way round.

A survey of big United States headhunting consultancies reported in the latest edition of Executive Recruiter News shows that 8 per cent of them have borrowed a trick from the organisers of major sporting events. It is testing job candidates for dependency on drugs.

A sinister twist is added by the fact that candidates are not told the test is being made. It is done as part of a general medical check.

Accordingly the consultancies using the drug analysis strike me as still more officiously intrusive than the 2 per cent which wire candidates up to lie detectors. You can't do that to people without their knowing—or so I fervently hope, at least.

But even the future drug testing is not the most chilling discovery of the survey. Half as many again of the consultancies—12 per cent—admitted having candidates privately investigated.

Such findings chime weirdly with the headhunting breed's characteristic call for absolute frankness and honesty on the part of job candidates.

One of the reasons cited for the recruiters' apparent drift in the contrary direction is "more sophisticated deception

by potential candidates." But my preliminary inquiries suggest that the futurism is being encouraged by the US Federal laws promoting freedom of information on the one hand and safeguarding privacy on the other, now being put into effect in various individual states.

The legislation evidently militates against the recruiter's traditional method of verifying an applicant's claims by checking with previous employers. They can now risk considerable penalties if they give information likely to be judged to have caused an applicant to be unjustly rejected. I'm told the risk arises not only if the information is wrong but also if it is viewed as irrelevant to competence in the job on offer.

If increasing futurism is the effect of the new US laws, let's hope it will be noted by the overgrown school prefects in governing bureaucracies elsewhere. They might then be warned against similarly trying to impose such fluid attributes as candour and respect for privacy by dry legislation.

But whatever the reasons for the developments indicated by the survey, I feel that they can only reduce yet further the prospects of honesty and trust in the recruitment process.

Those prospects surely cannot flourish unless candidates are able to feel themselves no less well equipped to detect

deception on the recruiter's part than the recruiter is to rumble through their inexactitudes. And unlike big headhunting consultancies, few individuals can afford to have clandestine drug-tests, private investigations, psychiatric diagnoses and suchlike carried out on prospective employees.

In the big battalions are suspected of using such devices, it seems probable that candidates will respond by becoming still more "sophisticated" in their deception. Although their pockets might not run to the expensive machinery available to the employers' representatives, human nature will no doubt find a way.

For everyone's sake, it would be far better if any headhunter proposing to have applicants drug-tested, gunned or whatever were to inform them in advance of what was in mind and ask if they objected. After all, the real insult to human decency lies not so much in submitting people to such procedures as in doing so surreptitiously.

In the particular case of analysis for drug-dependency the secrecy may lead not only to insult but to injury because the tests are far from perfectly reliable. For example, according to Executive Recruiter News, habitual imbibers of quinine water may be shown up by the analysis as cocaine sniffers.

Since it is better to be safe than sorry, therefore, readers approached by big headhunting consultancies would be wise to cut down on the gin and tonics well before being called for interview.

## Agency boss

JOHN THOMPSON of the TAL consultancy has been asked by a life-insurance based financial services group to find an agency manager for a new marketing operation directed at British expatriates and people from other nations working outside their home country.

Since he may not name his client he—like the other recruiters to be mentioned later—promises to abide by any applicant's request not to be named to the employer at this stage.

Candidates should have had consistent success over at least five years in developing business in the life or pensions fields and know not only the front but also the side and back ways into the executive offices of brokers, banks and multinational companies. They also need to be bumptious.

Basic salary is £25,000, but who ever gets the job will have to expect to earn enough by way of bonus to raise total earnings to a minimum of £40,000. Other benefits include a car. The base is London.

Inquiries to Mr Thompson at

232, Portland Road, London SE22 4SL; telephone 01-556 5323, telex 266332 Morouk G.

## Mixed pair

NEXT to a couple of jobs with different companies being offered through headhunter John Anderson.

The first is for a director of corporate finance with the London banking arm of a privately controlled group providing a wide range of financial services. The prime task is to develop the services further with emphasis on new issues, business expansion schemes and institutional investment on behalf of companies public and private alike.

The main qualification is demonstrable achievement both managerial and entrepreneurial in such activities, gained while working in merchant banking, stockbroking or similar.

Salary indicator is £35,000-£50,000 with negotiable perks. Mr Anderson's other offer is a post for a distribution executive based in the Midlands with a privately controlled concern with a turnover of £40m in building products.

Candidates should have demonstrable ability to advise the company's board on all matters relating to distribution of products from the considerably scattered manufacturing plants to a still more widely

varying set of customers. The post is a new one, and the person appointed will be expected quickly to show a contribution to profitability.

Here the salary indicator is up to £25,000, again with negotiable perks.

Inquiries in either case to John Anderson and Associates, Norfolk House, Smallbrook Queensway, Birmingham B5 4LJ; telephone 021-632 5758, telex 338024.

## Sales angle

FINALLY today to an opening with an international group producing newspaper which wants someone to work from London as its sales director covering the United Kingdom and continental Europe.

Experience in selling newspaper as such is not necessary, provided candidates have the persuasiveness and polish to have sold top people very costly products such as airlines, perhaps. Salmoo-fishing skill would help, because in the course of entertaining customers the director will be taking them to the group's private fishing retreat in Canada.

Besides that there will be about £35,000 salary plus car. Inquiries to Ted Troubridge of Kynaston International, 17-19, Maddox Street, London W1R 0EY; telephone 01-629 3727, telex 261254 Edman G.

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### Group Company Secretary

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Rapid expansion of this highly successful corporate communications group has resulted in the need to recruit a Group Company Secretary reporting to the Group Finance Director. In addition to the normal statutory responsibilities the job will include responsibility for:

- ★ Property interests. ★ Employee benefits. ★ Insurance, and legal matters.

Applications are invited from graduates with a suitable professional qualification, aged 30+, who have excellent communication skills and experience of full, market listed companies.

The remuneration package will include a company car, and relocation expenses will be reimbursed if necessary.

Interested candidates should write to Andrew Sales, FCCA, Executive Division, enclosing a comprehensive curriculum vitae, quoting reference 252, at Michael Page Partnership, 31 Southampton Row, London WC1B 5HY.

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## Investment Management Co.

### Tokyo Managing Director

Our Client, a major British Banking and Securities Group, seeks to appoint a Managing Director to set up and develop a Tokyo-based Investment Advisory Company. The person should combine a considerable marketing flair with a background in Fund Management or Research in either International Equities or Fixed Interest. Whilst a knowledge of Japan is desirable, it is by no means essential as marketing and management skills and a determination to succeed.

Responsibilities will include the refining and implementation of the management plan, recruitment of staff and the subsequent development of the company. The Group is rapidly developing its operations throughout the Pacific

Basin and already has an established and highly successful representative office in Tokyo.

Remuneration, which will be on generous terms, will be negotiable.

Please write enclosing full career details to Colin Barry, Senior Partner, at Overton Shirley and Barry, Prince Rupert House, 64 Queen Street, London EC4R 1AD. Telephone: 01-248 0355.

All applications will be treated in the strictest confidence.

**Overton Shirley & Barry**  
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## MONEY BROKERS

Now that Phelan, Lewis & Peat has acquired control of Monex the company is being recapitalised and moved to larger premises.

An expanded trading room is planned and the present number of dealing positions will be increased considerably.

If you are a young, ambitious inter-bank sterling broker and would like to work in an environment where success will be rewarded and where there will be an opportunity to acquire an equity stake in a company that is poised for significant growth, please contact:

Michael Phelan,  
Phelan, Lewis & Peat Limited,  
32 St Mary at Hill, London EC3R 8LT.  
01-626 5844  
01-623 3111 ext. 2618

## BANQUE PARIBAS International Merchant Banker

Late twenties. London

Banque Paribas, one of the largest and most successful European Merchant and Commercial Banks, operates throughout the world in more than fifty countries. Their London Branch, which now employs around a hundred-and-fifty people, has a positive commitment to the further expansion of both International and UK Domestic Business. Banque Paribas London will be moving to prestigious new premises next year.

In recent years our Client has built up a strong team in London involved in the Origination and Syndication of International Loans and other Financial Instruments. They are now seeking an additional man or woman who already has at least two years' experience of International Syndicated Finance, either with a merchant bank or alternatively, with a Professional Accountancy or Law Practice.

Candidates should certainly be graduates, be able to evidence some linguistic skill and be ideally but not essentially a qualified Solicitor or Chartered Accountant. The ability to integrate into a small team working under pressure is essential as is the knowledge of Credit Appraisal, Documentation and Syndication.

The job will include some overseas travel and longer term career prospects are on an international basis.

Please write in confidence, quoting ref. 842 and enclosing a detailed CV, to Keith Fisher at Overton Shirley and Barry, Prince Rupert House, 64 Queen Street, London EC4R 1AD. Tel: 01-248 0355.

**Overton Shirley & Barry**  
INTERNATIONAL SEARCH AND SELECTION CONSULTANTS

## SALES MANAGER

An established bank, who are market makers in all major products, requires a Manager to run its sales team. Whilst there is considerable emphasis on product knowledge, there is an equal amount on man-management skills. As well as selling straight, FRNs, Yen and Convertibles, the company has a very active role in the New Issue sector and would like to consolidate and improve its position in both managed and co-managed issues. The remuneration package will reflect the importance of the position and, as such, is entirely negotiable.

## FRN TRADER

Premium US securities house seeks an established trader in the FRN market. The successful individual must have a strong standing in the market place and be able to establish himself within the company's hierarchy at a very early stage. The desire to consolidate the company's existing base and secure a niche for oneself is paramount.

FTB is currently acting on behalf of several companies to recruit sales and trading staff in all areas. Therefore, if you are thinking of moving or just wish an informal discussion then you should call Stephen Dossan on 01-600 1211 or 586 4417 after 7pm.

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## Manager

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Our client is the fast growing and highly successful Treasury Division of a major U.K. based international banking group. Its role is to manage the Group's balance sheet, manage financial risk, fund the Group's operations worldwide, and trade in the currency and sterling money markets on its own behalf and on behalf of its customers.

As a result of a major expansion programme, the Division wishes to recruit an experienced corporate planner, who will be responsible for developing the Treasury strategic plan worldwide and monitoring its implementation by the Group's treasury operations in London and the major overseas financial centres.

The successful candidate will be educated to degree level and will probably have substantial experience within a major diversified international financial institution. However, outstanding candidates from the planning function of a major multi-national company could also be considered.

Starting salary will be up to £30,000 p.a., and other benefits will include car, health insurance, reduced rate mortgage and personal loan facilities.

Interested candidates should send a detailed c.v. to Kevin Byrne at the address below, marking ref 801, and the names of any companies to which your c.v. should not be forwarded, clearly on the envelope.

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The prime function of this new appointment is to advise European companies how to finance their operations. Experience in this area essential as also the financing of mergers and acquisitions. The right person, of the highest calibre, will already be working at senior level and have strongly developed entrepreneurial skills. Age envisaged 30/45. Salary up to £50,000 p.a.

Please telephone to discuss in strictest confidence:

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146 Bishopsgate, London EC2M 4JX

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- **THE NEED** is for a senior financial executive who will ideally be a graduate and a chartered accountant.
- **SALARY** will be around £35,000 plus financial sector ancillary benefits. Preferred age: early 40s.

Write in complete confidence to P. S. Alexander as adviser to the society.

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## Head of Press and Public Relations Financial Times

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We now need to recruit a new Head of Press and Public Relations to take overall responsibility for this busy and highly visible function. The suitable candidate, ideally aged between 30 and 40, will have several years' experience in Public Relations at a senior level, preferably in media-related areas, and will have a thorough understanding of the responsibilities involved in running an in-house PR department. Proficiency in German or French would be an advantage, and preference will be given to candidates with practical knowledge of the newspaper industry.

Applications in writing, together with a curriculum vitae to: Mrs Sue Smith, Personnel Officer, Financial Times, Bracken House, 10 Cannon Street, London EC4A 3BY.

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## Assistant Company Secretary

Eagle Star Holdings PLC which is a wholly owned subsidiary of B.A.T Industries p.l.c. wish to appoint an Assistant Company Secretary who will be based at its office in Threadneedle Street.

The person appointed will advise on legal and company secretarial matters concerning the operation and management of the Eagle Star Group and on proposed new business developments. Applicants should be aged between 35-45 and be Chartered Secretaries or have a law degree but must have previous related experience within the insurance industry. In addition they should have experience of a broad range of company secretarial duties and be able to communicate with senior management and directors.

A salary of between £18,000 to £22,000 per annum is offered together with a comprehensive benefits package associated with a major insurance company.

Applicants should write, enclosing a curriculum vitae, to:

J.M. Stratton Esq., Staffing Manager,  
Eagle Star Group, Eagle Star House,  
Bath Road, Cheltenham, Glos. GL53 7LQ.  
Closing date for applications: 31st May, 1985.

**Eagle Star**



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include commercial acumen, good communication skills, flexibility and determination.

Attracted by increased responsibility and the chance to work as a key member of this growing department you will benefit from being part of a major international bank which has a wide network of subsidiaries and affiliates. With substantial UK expansion plans there are good prospects for advancement and a rewarding long term career. Salary is negotiable commensurate with experience plus excellent banking benefits.

Please apply enclosing a CV to Barbara Lord, Senior Consultant, Cripps, Sears and Associates Limited, Personnel Consultants, 88/89 High Holborn, London WC1V 6HL. Telephone: 01-404 5701.

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Aged 28 to 35, you should have sound corporate underwriting experience, gained in a banking/finance house environment. Credit control experience and good analytical, communication and management skills are essential. The excellent benefits package is that expected of a major international bank. It will include mortgage subsidy, non-contributory pension and profit share.

Please write with full details. These will be forwarded direct to our client. List separately any companies to whom your application should not be sent. M. Hordern ref. B.2007.

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The European Division of Westpac Banking Corporation, Australia's largest banking group, seeks an Economic Analyst to work in the Economic and Market Research Department, London office. The work of the department is varied covering, inter alia, country risk analysis, reporting and analysis of financial markets and research into new markets and financial products.

A good economics degree is a prerequisite for the position. The successful applicant, preferably in his or her twenties, is also likely to have several years' experience working for a banking, stockbroking or governmental organisation and will have demonstrated the ability to produce intelligible reports of a high standard without close supervision. Some knowledge of econometrics would be an advantage.

The position offers excellent career development opportunities to the successful applicant together with a competitive salary augmented by an attractive package of fringe benefits in line with best banking practice.

Applicants for the position should write, including a curriculum vitae, to:

Dr B C Hillard,  
Head of Economic and Market Research,  
Westpac Banking Corporation,  
Walbrook House,  
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Our client, a well established International Bank, seeks a Spot FX Dealer to join their dealing team in London. Applicants should be 20 to 25 with at least two years' dealing experience, in an active environment, in any or all of the major currencies. The position offers considerable scope for a person with drive and ambition.

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Please apply by phone to Mike Pope or David Patten on 01-247 0052

Bank Chambers, 214 Bishopsgate, London EC2

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A highly self-motivated person with experience of Eurobond Settlements is required in a small, expanding company for a demanding position. Exposure to computerised systems desirable but less essential than a wide background in a Bond office. Flexible remuneration package up to c.£17,000.

Write Box A5997, Financial Times  
10 Cannon Street, London EC4A 4BT

Our client is a medium sized British Merchant Bank with International interests. A number of organisational changes will be taking place during 1985 which include the recruitment into the following two positions.

## Manager – Bills and Documentary Credits

c.£22,500 pa + car

The Manager will assume full responsibility for the sound management of the department with specific duties for:

- Management of bills and documentary credits operations.
- Policy formulation and the development of profitable business
- Customer relations
- Staff motivation and training

Candidates must have 15 years' experience with major financial institutions including 10 years experience in a trade related role, with extensive practice in bills and documentary credits, and a clear management and staff training ability. Candidates should also have a sound appreciation of credit insurance and ECGD procedures and the necessary controls over trade finance risks, with some background in risk assessment and business development. An AIB is required and a degree or additional professional qualification is an advantage.

## Assistant Manager – Bills and Documentary Credits

Up to £18,000 pa

The Assistant Manager will assume a significant proportion of the responsibility for the profitable and secure operation of the department, with particular reference to the:

- Provision of detailed technical advice to management and staff
- Development of customer services
- Management of systems and computer operations
- Staff motivation, training and supervision to ensure the highest quality of sound banking practice.

Candidates must have several years in International Banking Operations with direct exposure to bills, documentary credits, and ECGD procedures, a sound general banking training with a major financial institution and some experience of managing staff. An AIB or degree is required.

The Bank offers good working conditions, subsidised mortgage scheme, 25 days' holiday per annum, contributory pension scheme, interest free season ticket loan and other benefits. Salaries are open to negotiation within a reasonable band.

Please either telephone Terry Fuller on 01-240 9555 for a preliminary and confidential discussion, or write to him with a full CV quoting reference 365, at Deansgate Management Services, 63/66 St Martin's Lane, London WC2N 6JX.

**DEANSGATE  
MANAGEMENT SERVICES**

ADVERTISING - SEARCH - SELECTION  
A DIVISION OF WHITES BULL HOLMES  
LONDON AND MANCHESTER

### INVESTMENT RESEARCH – ADMINISTRATION ASSISTANT

Swiss UK representation office in quiet SW London location has vacancy for a research and administration assistant to monitor with an acute and inquisitive mind an international range of investments (equity, bonds, forex etc.). The use of a personal computer with Lotus and/or other accounting and simulation models is involved.

Applicants (male/female), who will preferably be graduates, must have at least A-level mathematics and experience of two/three years in investment markets with an institution or broker.

Please send full a.v. in confidence to  
Box A.5006, Financial Times, 10 Cannon Street, London EC4A 4BT

## Opportunities in Retail Banking

Hill Samuel & Co. Limited, one of the country's leading Merchant Banks, is seeking to appoint two people to join its busy and expanding West End Retail Banking hall in Wigmore Street, London W.1.

### BRANCH ACCOUNTANT

Candidates should be aged between 26 and 46, qualified AIB, with proven all round banking experience.

Main duties will include assisting management in running the Machine Room, Cashiers and foreign sections, together with involvement in a new banking computer system, security of premises and other ad hoc projects.

### SECURITIES CLERK

Candidates should be aged between 24 and 32, qualified or currently studying for AIB, with a minimum of 12 months' experience as a Securities Clerk.

Main duties will include taking charged and uncharged securities, safe custody, some credit analysis and account monitoring.

The ability to get on with customers is particularly important.

In addition to a competitive salary, we offer excellent fringe benefits including subsidised house purchase and loan schemes, non-contributory pension, free life assurance and BUPA.

For an application form, please telephone

Mrs. Anne Dunford  
(01) 628 8011 extension 2288

**HILL SAMUEL & CO LIMITED**



## General Management

### Scottish Health Service

Following the Griffiths Report on National Health Service Management, the Secretary of State for Scotland has decided that General Managers should be appointed by each of the twelve mainland Health Boards in Scotland.

These new managers will be the senior officers of the Health Boards and will have overall responsibility under the direction of the Boards for the discharge of their business. In addition, General Managers will carry a personal responsibility, delegated from the Accounting Officer of the Scottish Home and Health Department, to account on behalf of the Board for the effective, efficient and economic use of public funds by the Board. The initial emphasis will be on strategic and resource planning, implementation to achieve agreed objectives and the effective management of change.

The essential requirement is for a proven record of success in a general management, senior financial, professional or administrative role within a large and complex organisation, ideally encompassing a period of major change. This may have been in the industrial or commercial arena, or within the public sector. A knowledge of the Health Service and its operations would be valuable, and a familiarity with the Scottish scene helpful.

Appointments, which will be for an initial period of five years, are to be made by the following Boards:

Argyll and Clyde (Paisley)	Forth Valley (Stirling)	Highland (Inverness)
Ayrshire and Arran (Ayr)	Grampian (Aberdeen)	Lothian (Edinburgh)
Dumfries and Galloway (Dumfries)	Greater Glasgow (Glasgow)	Tayside (Dundee)

Attractive salaries reflecting the scale and complexity of these appointments will be offered.

Closing date: June 10, 1985.

Send a comprehensive curriculum vitae initially to Peter Craigie as advisor to the National Health Service. Please indicate those appointments that are of interest, so that relevant job details can be sent. Candidates' information will be passed to the appropriate Board chairman.

Arthur Young Management Consultants,  
17 Abercromby Place, Edinburgh EH3 6LT

**Arthur Young Executive Selection**  
A MEMBER OF ARTHUR YOUNG INTERNATIONAL

## Director, Management Services

### A board appointment

Salary c. £40,000, Car, Benefits Central England

The client is a prestige UK commercial group committed to the development of sophisticated new systems to meet challenging business requirements and opportunities in the UK and overseas.

The Director, Management Services, will be totally responsible for the corporate information technology services function across the group, including telecommunications, and for corporate administration services.

The prime requirement will be to drive, develop and implement wide-ranging advanced technology based systems in line with the corporate business strategy in a highly competitive commercial business environment.

Applications are invited from very experienced management services professionals, objective in communicating with demanding users at all levels, and demonstrably skilful in the management and control of the computing services function.

in a multi-vendor mainframe network environment.

Candidates must demonstrate strong interpersonal skills and the ability to operate effectively as a corporate team member, and possess sound commercial awareness. Applicants should be aged between 35 and 55, and possession of a degree or equivalent qualification whilst desirable is not deemed essential providing a record of significant personal professional achievement is evident.

A salary negotiable around £40,000 will be offered, together with an executive motor car and a range of very substantial tangible benefits.

In the first instance please write to: Kevin Long, Director, Moxon Dolphin & Kerby Ltd., 178-202 Great Portland Street, London W1N 5TB quoting ref. E/4265. Complete confidentiality is guaranteed and candidates' details will not be disclosed to the Client prior to an interview with the Search Consultant when permission will be personally sought.

**MOXON DOLPHIN & KERBY LTD**  
EXECUTIVE SEARCH & SELECTION

## Trainee Dealers Join An Expanding Market

This international bank is a leader domestically and growing internationally. The London operation is developing fast and in the medium term will increase its staff threefold. Following profitable growth the dealing department is to recruit two trainee dealers. The new dealers will be trained to trade bonds denominated in many currencies but majoring on the US dollar and Japanese yen. Both positions will report to the chief dealer and will be expected to study market trends and to offer advice and assistance to investors to ensure the most successful deployment of funds.

Aged early 20's the preferred backgrounds are probably banking or stockbroking. Alternatively you may hold or be working towards, a degree in business studies or a related discipline. You will be numerate, a quick thinker and mildly aggressive—the qualities expected of a good trader.

A good negotiable salary with encouraging promotion prospects is offered. Show your interest by telephoning or preferably writing enclosing a current CV to Derek Cox of Cripps, Sears and Associates Limited, Personnel Management Consultants, 88/89 High Holborn, London WC1V 6LH. Tel: 01-404 5201.

**Cripps, Sears**

### ASST. COMPANY SECRETARY

Major International Bank is seeking an Asst. Sec. to work with the Company Secretary and Financial Controller. Candidates must have the ability to participate in the Bank's strategy and planning process in addition to sharing knowledge of the Secretariat function. It is unlikely that the total salary package will prove a barrier to the recruitment of a suitable candidate.

### CORRESPONDENT BANKING

Leading International Bank is seeking a Senior Executive to develop and maintain contact with overseas banks as London Correspondent Bankers. Candidates must be able to converse fluently in English and have a sound knowledge of the international banking system. The successful candidate will be responsible for the recruitment of a suitable candidate.

### BANKING HALL MANAGER

European Bank requires an able and positive person, preferably early 30's, to manage its Customer Service Dept. The successful candidate will be responsible for the recruitment of a suitable candidate.

### CREDIT & MARKETING OFFICER

Well-established Bank, active in a wide range of Syndicated Loan and Capital Markets, is seeking a person, probably 25-30, to work in a Credit Marketing role within its UK Business Development area. Candidates should ideally have some experience in the marketing role through the Bank and/or in the financial services industry.

### F/X DEALER

An opportunity with an international Bank for a person, mid-20's, who wishes to progress to Chief Dealer status. Candidates must be able to demonstrate sound experience of F/X, Deposits and Finance trading, as well as displaying more management potential. Interested persons are invited to contact us in confidence to discuss this position.

### TRADE FINANCE MANAGER

Leading International Bank is seeking a person, preferably early 30's, to manage its Trade Finance Dept. The successful candidate will be responsible for the recruitment of a suitable candidate.

Our current assignments also include:

Accountant (A.C.A.)	c. £14,000
Eurobond Settlements	c. £13,000
Spot Cable Dealer	to £20,000
Deposit Dealer	c. £11,000
Asset Dpt. Manager	c. £16,000
UK Marketing Officer	£18-20,000
Senior UK Marketing	to £30,000
Personal Banking Off.	£16-20,000
Senior Credit Analyst	to £15,000
Loans Admin.	to £13,000
Trade Finance Off.	£15-18,000
Senior Forward Dealer	to £25,000

The International Business Centre  
2 London Wall Buildings  
London EC2M 6PP  
Tel: 01-628 4200

**Skeels Associates**  
Bank Recruitment Consultants

JOB HUNTERS: Word Processing CV's and mailing list. Tel: 01-393 9011.

## We want salespeople who know there are no silver medals.

Do you have a background in finance, and experience in H.P. or leasing?

And are you always looking to win? United Financial Services are looking for self starters who welcome responsibility.

You will be contacting Financial Directors to determine if UFS can help them finance their capital expenditure.

You will be working in the West End with a first rate team of committed young professionals.

It goes without saying that the career prospects couldn't be better. We are offering an excellent package, including a car and health insurance.

Write with your CV to Sam Geneen, at the address below, who will treat your application in the strictest confidence.



**United Financial Services**  
14 Welbeck Street, London W1M 7PF  
Telephone 01-486 7581

## Business Systems Manager

—to manage the change into a distributed systems environment

c.£30,000 + car

Home Counties

Our client, a fast moving consumer goods manufacturer with a turnover of c. £1000m, is a major force in the retail, catering, industrial and export markets.

To maintain competitiveness, profitability and facilitate future growth, the company has initiated a 30% programme to rationalise its data processing and communication requirements by the development and implementation of sophisticated and networked computer systems.

As Business Systems Manager, you will be responsible for planning and directing this programme, and for future business systems development throughout the Group. Particular emphasis will be placed on the co-ordination of user requirements, staff training, maintenance of operational standards, assessment of new developments in information technology and provision of effective guidance to the Board.

Educated to degree level, aged 35 to 48, it is essential that you possess a thorough knowledge of distributed systems and applications gained with a hardware manufacturer or major user of distributed systems, project management expertise, an up-to-date knowledge of developments in information technology, well-developed interpersonal skills and proven management of change experience.

This high profile appointment will offer you an opportunity to make a major contribution to the future direction of the company and excellent scope for career development.

A relocation package is available where appropriate.

Please reply—in confidence—with full salary and career details to John H. Woodger ref. B 44034.

This appointment is open to men and women.

**HAY-MSL Selection and Advertising Limited,**  
52 Grosvenor Gardens, London SW1W 0AW.  
Offices in Europe, the Americas, Africa, Australia and Asia Pacific.

**HAY-MSL**  
MANAGEMENT SELECTION

## Controller of Finance & Administration

South Herts

to £20,000 plus car

Our client is a young company enjoying vigorous growth in the self drive car hire business. They offer an exceptional opportunity for a bright, energetic and ambitious individual to participate actively in the development of the business as well as its day to day management.

The incumbent will have a wide brief including the control of the accounts function, financial and business support to the Managing Director, evaluation of new acquisitions, new depots and computer systems. It is a challenging role which will demand a high commitment to the business in return for high job satisfaction.

Ideally, candidates will be qualified accountants, in their late twenties or thirties, who can demonstrate the ability to run a successful finance function in a profit orientated environment. Experience in a service related industry would be an advantage, more important is the ability to undertake increasing responsibility.

Candidates should send a curriculum vitae, in confidence, to Anne Campbell (reference 58) Spicer and Pegler Associates, Executive Selection, St Mary Axe, London EC3A 8BJ.



**Spicer and Pegler Associates**  
Management Services

## CAPITAL MARKETS Neg. To £40,000

A number of positions exist for Capital Markets Executives, at all levels, with top Euromoney listed institutions. Executives are sought with a background of marketing and/or execution work in Bonds, FRNs, Eurobonds, Syndications or Swaps. It is expected that Candidates will be Graduates, offering an MBA, Law or Accounting professional qualification.

Please contact Bryan Sales.

## CORPORATE DEALERS £15,000-£30,000

Our client, a Major International Bank, is seeking several young Corporate Dealers, with a minimum of one year's experience, who must possess the potential to become the very best in the market. The successful applicants will be offered an extremely competitive salary and a benefits package normally associated with a first class Bank.

Please contact Trevor Williams

## OPERATIONS MANAGER to £25,000+Car

A major expanding City based Bank requires an experienced Manager to take day-to-day responsibility for the operational activities of the Organisation. Applications are invited from Candidates, probably aged 30-40 years, with at least five years experience at senior operational level in an international banking environment.

Please contact David Williams.

## MARKETING OFFICER £20,000 Neg.

A Major International Bank is seeking a Marketing Officer to join their Investment Banking Group. The successful applicant will be involved in the formulation and implementation of marketing strategies, with particular responsibility for Project Finance. Applicants should be aged between 25 and 32, Graduates, with a strong credit background and an exposure to marketing. The position offers advancement potential and an attractive benefits package.

Please contact Anne Fenwick.

All applications will be treated in strict confidence.  
**JONATHAN WREN & CO. LTD.,** 170 Bishopsgate, London, EC2M 4LX.  
Tel: 01-623 1266

**Jonathan Wren**  
BANKING APPOINTMENTS

## FOREIGN EXCHANGE DEALERS

A successful European International Bank requires young, energetic and ambitious Dealers in their very active Dealing Room.

The ideal candidates should be able to deal in Foreign Exchange and Euro-currencies preferably with some experience of the newer trading instruments; as the Branch continues to grow additional responsibilities will be given.

Age 23-28. Knowledge of a foreign language is preferred but not essential.

Salary negotiable and fringe benefits include non-contributory pension scheme, mortgage subsidy and medical cover, etc.

Apply with full c.v. to Box A9000, Financial Times  
10 Cannon Street, London EC4A 3BY

## Leading German Bank

requires a

**Senior Settlements Clerk**

Candidates should have had at least five years' settlements experience and be in the age bracket of 24-30 years. We can offer a competitive salary and benefit package.

Please write in confidence to the Manager—Operations  
Box A8991, Financial Times, 10 Cannon Street, London EC4A 3BY

## Hoggett Bowers

Executive Search and Selection Consultants

BIRMINGHAM, CARDIFF, GLASGOW, LEEDS, LONDON, MANCHESTER, NEWCASTLE, SHEFFIELD and WINDSOR

### Investment Fund Management

Research, Development & Administration City, From £18,000 plus extensive benefits

The investment management unit of this prestigious merchant bank uses state of the art technology and advanced trading and switching techniques to maximise returns for its institutional clients. To complement the investment managers' expertise, excellent research, development and administration systems are vital. This position is responsible, with a staff of three, for the further development of e.d.p. to identify otherwise unrecognised market opportunities and ensure that decisions are executed and documented with 100% efficiency.

Candidates, probably aged under 30 years, will be graduates with sound e.d.p. knowledge and valid experience in the investment industry. They should have the ability and personality to earn the respect of colleagues, directors and clients for their contribution to the team. Prospects and benefits are superb.

L.L. Duff, Ref: 18088/FT. Male or female candidates should telephone in confidence for a Personal History Form 01-734 6652, 6th Floor, Sutherland House, 5/6 Argyll Street, LONDON, W1V 1AD.

## Top Executives

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Can you afford to waste nearly £2,000 a month in delay? Minister Executive specialises in solving the career problems of top executives. The Minister programme, tailored to your individual needs and managed by two or more partners, is your most effective route to those better offers, 75% of which are never advertised.

Our clients have an impressive record of success; many blue chip companies retain our services in the redeployment of their top people.

Telephone or write for a preliminary discussion without obligation—or cost.

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## DIRECTOR PROPERTY FINANCE

Seymour Adelaide is the leading UK specialist in arranging and advising on finance for property. The company requires an individual with professional, financial, banking or property experience to assist in the expansion of its activities. The successful applicant will be expected to work on his/her own initiative and will ultimately be appointed a director. The position carries a substantial remuneration package.

Applications should be submitted, in confidence, to:  
**The Managing Director,  
SEYMOUR ADELAIDE  
& CO. LTD.**  
88 Baker Street,  
London W1M 1DL

## CJA

### RECRUITMENT CONSULTANTS

35 New Broad Street, London EC2M 1NH  
Tel: 01-588 3588 or 01-588 3576  
Telex No. 887374 Fax No. 01-638 9216

Opportunity for credit finance professional to further develop market throughout Great Britain, primarily London and Home Counties. Prospects for increased responsibilities and remuneration are excellent.

### CJRA SALES/MARKETING MANAGER - EQUIPMENT FINANCE

MAYFAIR, LONDON W.1.

£18,000 - £20,000 + INCENTIVE BONUS + CAR

FAST EXPANDING FINANCE CORPORATION - SUBSIDIARY OF A MAJOR INTERNATIONAL GROUP

We invite applications from candidates aged 28-38, who must have had at least two years' successful equipment finance experience and of equal importance is a demonstrable ability to sell, both face to face and by telephone. The selected applicant will report to the Managing Director and liaise closely with the Manager - Administration, will be responsible for the overall marketing strategy of the Company, developing an annual marketing and sales plan, advertising, mail shots and public relations. However the key aspect of this assignment will be to personally implement this plan through the effective generation of profitable new business. Transactions are generally in the £100,000-£1,000,000 range. Essential qualities are to be articulate, to have presence and have the ability to deal at top level with clients as well as having well developed planning skills. Above all the successful candidate must be a 'closer'. Initial salary negotiable £18,000 - £20,000 plus incentive bonus of up to 20% of salary plus car. Applications in strict confidence under reference SJM/16721/FT will be forwarded unopened to our Client unless you list companies to which they should not be sent in a covering letter marked for the attention of the Security Manager.

CAMPBELL-JOHNSTON RECRUITMENT ADVERTISING LIMITED, 35 NEW BROAD STREET, LONDON EC2M 1NH.

## Have You Wide Management and Business Experience?

The Small Firms Service has a requirement for a Counselling Adviser to lead and manage a team of experienced businessmen who provide help and advice to established or developing small businesses.

The problems of clients range across the entire spectrum of commercial activity and provide the opportunity to contribute experience and expertise in a positive and rewarding way.

The work is not a prime source of income and will occupy about three days a week. It should appeal to mature business people not older than 62 who are anxious to remain active. Modest fees (at present £55 a day) are paid together with travelling expenses.

Applicants will have attained a high level of general management experience and should reside in the Yorkshire and Humberside area. Knowledge of problems and concerns of small businesses is of considerable importance.

Applicants should be car owners, hold a current driving licence and be in good health. The successful applicant will operate from the Small Firms Centre in Leeds.

A more detailed description of the work and conditions together with an application form can be obtained by writing to:

Mr Dennis Giblin, Small Firms Centre, 1 Park Row, City Square, Leeds, LS1 5NR; telephone 0532 445151.

The closing date for applications (which must be made in writing on the appropriate form) is 31 May 1985.



INFORMATION AND COUNSELLING

A service by the Department of Trade and Industry

## BADENOCH & CLARK

### CORPORATE FINANCE

SMALLER COMPANIES  
To £20,000 + Benefits

Our client is an established and highly successful Merchant Bank and member of the Accepting Houses Committee. They require an additional executive to join a small group within the bank's corporate finance department which has the specific task of advising the bank's smaller corporate clients.

Applicants, who are likely to be graduate Chartered Accountants in their mid 20s, will have gained exposure to corporate finance matters either in a financial institution or in public practice. They must also possess the self-confidence, maturity and flair to enable them to succeed in a position which offers particularly exciting prospects for career development.

**YOUNG CHARTERED ACCOUNTANTS**  
£16,500 + Benefits

An unusual opportunity has arisen within one of London's leading Accepting Houses.

As a result of consistent and continuing growth, our client seeks a small number of exceptionally talented young Chartered Accountants wishing to make a career in the Corporate Advisory field.

Previous investment experience is not essential but applicants, in their mid twenties, must have a good honours degree, first time passes in the professional examinations and will have trained and qualified with a Top 8 firm.

If you feel that you match our client's requirements, please contact Robert Digby to arrange an informal meeting. No approach will be made to our clients without prior discussion.

Financial Recruitment Specialists  
16-18 New Bridge St, London EC4V 6AU  
Telephone 01-583 0073

## Assistant Branch Manager

London - Pall Mall

The development and growth of the specialised banking services provided by our West End Office have created the need to appoint an Assistant Manager to play a central role in this branch.

This is an ideal opportunity for an ambitious young qualified banker with a strong analytical background coupled with well developed managerial skills. We are looking for someone with the confidence and ability to contribute to the success of this Office.

Together with excellent prospects, we offer a competitive salary and benefits.

Please write, enclosing a detailed curriculum vitae to Paul Conboy, Recruitment and Training Officer, Hambros Bank Limited, 41 Bishopsgate, London EC2P 2AA.



Hambros Bank

## United States Tax Professional

Arthur Andersen & Co., the international accounting firm is seeking an experienced U.S. tax professional to join its expanding Multinational Tax Services Group in London.

This position involves advising American and European multinational companies on United States corporate tax matters, including structuring and restructuring of group arrangements, dividend planning and investment in American real estate and oil and gas.

The salary level will be commensurate with the candidate's background and experience.

Applicants should be qualified in the United States as either a CPA or a Lawyer and have the equivalent of at least 7-8 years' income tax experience on such corporate tax matters as reorganisations, partnerships and international transactions.

Please write with full C.V. to Carol Webb, Arthur Andersen & Co., 1 Surrey Street, London WC2R 2PS.

## Scrimgeour Vickers & Co

Members of The Stock Exchange

are seeking

### A SENIOR NORTH SEA ANALYST

We are one of the largest and most respected research houses in London and now enjoy the substantial financial backing of Citicorp. Our future is therefore both assured and exciting and we currently wish to add a first class North Sea analyst to our Energy Team to cover all aspects of North Sea and UK Onshore Developments. The prime requirement of the right candidate is a good knowledge of North Sea fields, an outgoing personality, an ability to relate developments to the market and a desire to be a star. We would be very surprised if we are not able to offer the right person an attractive package.

Please write, in confidence, to

Ben Fisher or Arthur Hepher, Scrimgeour Vickers & Co  
20, Copthall Avenue, London, EC2R 7JS

## Credit Analyst

Internal promotion has created an opportunity in our credit function for a Credit Analyst with about 2 years' experience of both companies and banks.

Particular experience of UK Balance Sheets and evidence of formal credit training would be a distinct advantage. Good communication skills and a willingness to work in a team environment are essential.

Salary will be negotiable in the range £10,000 - £11,000 and fringe benefits include mortgage subsidy scheme, pension and life assurance scheme, private medical cover, personal and season ticket loans, staff restaurant.

Please write in confidence with career and salary details to:

Linda Cobbold,  
Assistant Manager - Personnel,  
The Royal Trust Company of Canada,  
Royal Trust House,  
44-50 Cannon Street,  
London EC4N 6LD.



## STOCK EXCHANGE SENIOR DEALER

Independent London Member Firm has vacancy for Senior Member Dealer. Successful candidate will have at least five years' floor experience and ability to organise and motivate house staff. Excellent prospects (including partnership) and remuneration package appropriate to skills and experience.

Write with CV to Box A9999  
Financial Times  
10 Cannon Street, London EC4P 4BY

## AES ALBERT E SHARP & CO

We are one of the leading provincial brokers with a long-standing and well respected reputation for high quality investment research specialising in the engineering, electronics and industrial materials sectors. We require additional analysts to join a highly experienced and motivated team, based in Birmingham but with an established London presence.

The successful applicants are likely to be aged 20-35 preferably with previous experience, although applicants with an appropriate industrial or professional background would be considered. A competitive remuneration package will be offered.

Please write in confidence with full C.V. to the Research Partner at:-

Edmund House,  
12 Newhall Street, Birmingham B3 3ER

## Financial Management Limited

provides financial advisory and accounting services, mainly to the entertainment industry, and wishes to expand its

### FINANCIAL SERVICES/ INVESTMENT MANAGEMENT

activities. We seek an experienced professional to develop and market a range of financial services.

Opportunity to join young company in key role. Being able to introduce existing business would be a particular advantage.

London Base

Reply to Box A.9005, Financial Times  
10 Cannon Street, London EC4P 4BY

## STOCKBROKERS Partner's Assistant

As a result of promotion a vacancy exists for an assistant to a senior partner. The successful candidate will have several years' experience with a Member Firm, handling private clients at a middle to senior level. The candidate should be well qualified and ambitious.

Please write with details, in strictest confidence, to:

D. H. S. Howard  
CHARLES STANLEY & CO.  
18, Finsbury Circus, London EC2

## Recent Graduate? Develop a career in Bond Trading/Sales

We are interested in hearing from recent graduates who wish to start a career in the field of international capital markets in bond trading or sales.

You should be self-motivated and prepared to act on your own initiative in a busy trading environment. IBJ International is a wholly owned subsidiary of the Industrial Bank of Japan Limited. Incorporated in the U.K., we are the merchant banking arm of the IBJ Group.

We are able to offer excellent prospects for advancement together with a competitive salary and fringe benefits.

If you are interested in developing a career in the capital markets, please write, enclosing your C.V. to Ian Matheson, Personnel and Administration Manager, at

**IBJ International Limited**  
Bucklersbury House,  
3 Queen Victoria Street, London EC4N 8HR.

## SPOT MARK DEALER

A major American Bank in London now seeks an experienced Foreign Exchange Dealer with proven trading ability in Spot U.S. Dollar/Deutsch Marks.

This is a new position to develop the bank's increasing activity in this area. Salary and usual benefits are negotiable and future prospects are especially promising for a successful trader.

Write Box A9008, Financial Times  
10 Cannon Street, London EC4P 4BY

## INVESTMENT MANAGER

£30,000 p.a. +  
CHURCH INVESTMENT OFFICE REQUIRES  
GENERAL INVESTMENT MANAGER

Please forward details, including management experience, and church connection, to Box A.9007, Financial Times  
10 Cannon Street, London EC4P 4BY

## Investment Specialists

£10,000.....£100,000

Due to increased market activity, we are keen to talk to high calibre individuals, at all levels, for our Stockbroking and Institutional clients:-

**Research**  
Active demand from brokers for specialists or teams - particularly Consumer, Electronics, Financials, Building, Ops. High Institutional interest in U.K. analysis plus some for Europe and Far East.

**Sales**  
Experience of U.K. equities, especially Chemicals or Consumer, sought. Also Europe, Far East, Japan. Calls or LIFE of great interest.

**Management**  
Fixed Income, Far East, U.S., European or U.K. specialists needed at mid and senior levels. Several openings for Private Client Executives.

**Other**  
Senior Corporate Finance Executives, Economists and Unit Trust or Pension Fund marketers.

Whether you are actively looking to move, or would simply like to be kept informed, please contact us in total confidence: Fiona Stephens, Anthony Jones, Simon Kennedy, Anna Robson.

## Stephens Associates

International Recruitment Consultants  
44 Carter Lane, London EC4V 5BX, 01-236 7307

## INTERNATIONAL BANKING

MARKETING OFFICERS £15,000 - £30,000

A number of challenging opportunities currently exist for top quality marketing/marketing managers. Particularly sought after are those with specialist knowledge (e.g. Property, Latin America, Syndications, Capital Markets) and skills (e.g. fluency in Spanish, German). Although these opportunities open a wide range in terms of age/seniority, they each demand a strong academic and 'technical' background, together with successful experience and clear growth potential.

BANK RELATIONS/FUNDING £30,000+

In support of its vigorous expansion programme, a prominent City bank seeks a senior executive with the experience, skill and knowledge of the appropriate market and its participants to develop effective sources of funding amongst the banks in Southern Europe, Scandinavia and Middle East.

CREDIT ANALYSTS c. £15,000  
The common denominators in an on-going requirement are a degree followed by sound (anal. formal) credit training. For those with genuinely appropriate attitudes, there are distinct possibilities for progression into marketing.

QUALIFIED A.C.A.'s £15,000 - £18,000  
Financial Control, Projects, Internal Audit: these are some of the areas of international and merchant banking in which opportunities occur for young Accountants with relevant post-qualification experience.

Please telephone John Chiverton or Ann Costello

JOHN  
CHIVERTON  
ASSOCIATES LTD.

86, CANNON STREET  
LONDON E.C.4.  
01-623 3861

## SENIOR FINANCIAL CONSULTANT

Exceptional candidate with West End/City background in insurance or finance required by Winkworth's Financial Services company to handle substantial business generated by the Winkworth Estate Agency Group and its associates. Successful applicant will have good judgement, ability to work under pressure and thorough knowledge of financial sources.

Please write in confidence, with full personal and career details, to: HENRIETTA SMYTH, WINKWORTH, 25A MOTCOMBE STREET, SW1



# Accountancy Appointments

## Finance Director

New group

A finance director is required to join a small management team which is consolidating a major American textile corporation's recent UK and Irish acquisitions into a new holding group.

Working closely with the group's senior executives, the primary targets will be to achieve group profitability and increase turnover to a level in excess of £50m. Key projects will include reorganising company structures or finances, and developing management information systems to maintain tight financial control over the group's assets and operations. Further growth and diversification in the longer term is also anticipated.

The requirement is for a qualified accountant, aged around 35, who has a broad range of technical and management skills, coupled with a successful record of enhancing company financing and computerised systems. Experience of working with an American company or a textile or related manufacturing group is also sought.

Location: Central London.

Remuneration: around £30,000 plus benefits.

Please write in confidence to CT Garcia (Ref 8111).



**Thomson McLintock**

Management Consultants  
70 Finsbury Pavement London EC2A 1SX

## Accountants for Management Consultancy

Age 26-35

Salary to £25,000 + car

We are one of the leading international management consultancies; we are now looking for further first class consultants and analysts for our financial management practice in the UK and overseas.

For consultant positions, successful candidates will be qualified accountants with an honours degree, who can demonstrate proven achievement in industry or commerce. Experience must include responsibility for systems development as well as line management in the finance function. Personal qualities will include the ability to communicate clearly both orally and in writing.

For analyst positions we are interested in hearing from younger less experienced people who otherwise meet the profile indicated above.

We offer outstanding opportunities to

broaden your experience in a wide variety of industries and to work with stimulating colleagues from a number of disciplines. There are excellent opportunities for promotion within Peat Marwick for those who wish to pursue a career in consultancy. Of particular interest to us at the moment are people with experience of manufacturing, banking, retail and oil industries.

If you are interested in joining our London office and working with us in the UK or overseas, please write in confidence, enclosing a brief summary of your qualifications and experience, and quoting reference A/MAY5, to Mike Coney at Peat, Marwick, Mitchell & Co., 1 Puddle Dock, Blackfriars, London EC4V 3PD.

**PEAT MARWICK**



## QUALIFIED ACCOUNTANTS

An expanding international financial institution with a global network of branches, requires for its human resources management function, newly qualified chartered or certified accountants, preferably possessing Institute of Taxation qualification and with an aptitude for the development of international remuneration packages with special emphasis on international personal tax planning.

Essential requirements would be fluency in English, communication skills, understanding of basic framework of personal income tax, ability and/or prior experience in maintenance of computerised personal tax record systems and flexibility to work in a team situation.

The remuneration will be fully competitive and the position is London based.

Interested candidates may apply latest by May 30 1985, in writing, with detailed C.V. including age and with two recent passport sized photographs, to:

Mr. Sajid Hussain,  
Human Resources Division,  
Bank of Credit and Commerce International,  
Société Anonyme Licensed Deposit Taker,  
100 Leadenhall Street, London EC3A 3AD.

## Finance Director Designate

West End

£25,000 + car

Our client is a £15 million turnover company engaged in interior design, planning and contracting services. A respected leader in this highly competitive market, its success and expansion is attributed to the exceptionally dynamic marketing, creative design and good project performance.

Due to the increasing level of activity and an exceptionally full order book, the finance department now requires strengthening and efficient managing. Consequently, a qualified accountant is currently sought to take total responsibility for this function, which will include the development of management techniques and establishment of sophisticated financial controls. As part of a lively management team, particular emphasis is placed on the improvement and development of cost controls and the enhancement of effective liaison

with the various disciplines within the organisation.

The successful candidate will be strongly entrepreneurial and have commercial experience with a minimum of 5-6 years post-qualification experience. Previous exposure to a costing and/or contracting environment is desirable; a high level of commitment to the business, coupled with a familiarity with computer based systems is essential. Age indicator: mid 30's.

An attractive salary, substantial bonus package and executive level company car reflects the seniority of this challenging appointment.

Candidates should write to Philip Cartwright, ACMA, Executive Division, enclosing a comprehensive curriculum vitae, quoting reference 255, at Michael Page Partnership, 31 Southampton Row, London WC1B 5HY.



**Michael Page Partnership**

International Recruitment Consultants

London Bristol Birmingham Manchester Leeds Glasgow Brussels New York Sydney

## Financial Director/ Company Secretary

Advertising

London

This established leading Advertising Agency, with billings in excess of £50m, wishes to recruit a Financial Director/Company Secretary who will have complete responsibility for all financial and accounting matters.

Reporting directly to the Executive Chairman, the appointee will also be involved in, and expected to contribute to, the core group responsible for the management of the business.

It is unlikely that candidates under the age of 35 would be sufficiently experienced.

Qualified (most probably Chartered) candidates for this exciting and demanding position should be able to demonstrate an enthusiastic and determined attitude coupled with a sound and detailed approach to business matters. Previous experience

in advertising is not essential but significant involvement in a fast moving service industry could be advantageous. The ability to communicate fluently is essential.

The excellent remuneration package will appeal to those who consider themselves to be in the upper quartile of their profession.

Please reply to Paul Frampton in strict confidence with details of age, career and salary progression, education and qualifications, quoting reference 1459/FT on both envelope and letter.

**Deloitte Haskins + Sells**

Management Consultants

PO Box 207, 128 Queen Victoria Street, London EC4P 4JX

## FINANCE DIRECTOR

Age 30-45

£22,000 + Bonus + Car

East Anglia

This opportunity arises in a £12m turnover manufacturing subsidiary of a large group with extensive overseas interests. The Managing Director seeks a committed, results-orientated Finance Director, who will be expected to improve costing systems, review and extend computerised systems, reduce overheads and improve the quality and timeliness of management information.

Candidates in the age range 30-45 should be qualified accountants and have strong manufacturing and costing experience. Assistance with relocation expenses will be paid where appropriate.

Please send a comprehensive career résumé, including salary history and day-time telephone number, quoting ref: 2277 to W.L.Tait, Executive Selection Division.

**Touche Ross**  
**The Business Partners**

Hill House 1 Little New Street London EC4A 3TR Tel: 01-353 8011

## Finance Director (designate)

Leeds

£25,000 + bonus, car etc

Our client, a profitable and expanding sub-group belonging to a well known public company, wishes to appoint a practical and commercially minded accountant to this key position.

The successful applicant will report to the Managing Director of this specialised and autonomous sub-group and be responsible for all financial aspects of the growing business including acquisitions. In addition, he/she will participate as part of a highly professional and commercial executive team in the determination of sub-group policy and commercial strategy.

Candidates, aged over 30, must be in possession of a major accounting qualification with at least 7 years experience in a senior financial position most likely from within an expanding and developing environment. In addition they must have strength of personality, enterprise and the ability to communicate successfully at all levels.

In addition to salary, benefits will include a fully expensed car, bonus, pension scheme, medical insurance scheme etc. Removal costs will be reimbursed should the successful applicant require to move home to take up this appointment.

Please write in confidence, with full CV detail and quoting MCS/7161, to Michael R. Andrews, Price Waterhouse, Southwark Towers, 32 London Bridge Street, London SE1 9SY.



## Accountant

c. £12,000 - £14,000

The company is one of 28 statutory water undertakings responsible for the supply of water to a population of 750,000 in the North-West of London and South-West Hertfordshire.

A vacancy has arisen for a professionally Qualified Accountant (ACCA, IPFA, ICMA or CA) and is particularly suitable for a person in the 25-35 age group endowed to further their career and gain all-round experience in a busy and forward-looking Finance Department. The department is currently developing its long-term financial strategy and improving its management accounting service throughout the company by the progressive computerisation of its systems linked to the devolving of budget preparation and control to Line Managers. The Accountant, who will report to the Principal Accountant, will be required to assist him in meeting the demands of the 1985 Companies Act, SSAPs, Taxation and Finance Acts.

The company offers every encouragement to its staff to develop their careers as well as providing excellent social and recreation facilities. A comprehensive relocation package is available in approved cases. The Chief Accountant (Mrs S. Lanning) will be pleased to discuss the role of the post in more detail. Telephone Watford 23333 ext 250.

Applications must be made in forms available from the Personnel Officer and should be returned not later than 4th June 1985.

The Colne Valley Water Company

Backwell House, Aldenham Road, Watford, Hertfordshire WD2 2EY

Telephone Watford (02623) 23333

## Financial Controller

London NW8

£18,000 + Car

The UK subsidiary of an international computer company has, through promotion, created a requirement for a commercially sound and qualified accountant aged 26-32 to work closely with technical, sales and general management.

The company, with a turnover of £10m, has a manufacturing facility in Bristol. Based in the London office you will be responsible for the finance function in Bristol with the emphasis on the review, analysis and interpretation of management information. However, your main contribution will be made in contract negotiations with customers where cash flow.

credit control and financing will be important constituents.

There is therefore regular contact with non accountants and the appointed person must be able to relate to the varying demands of colleagues and customers.

In addition to the salary, a substantial bonus based on results and performance has been given regularly. Career opportunities are as one would expect of an expanding and successful company.

Contact John P. Sleight FCCA,  
on 01-405 3499  
quoting ref: J/71/CF

**Lloyd Management**

125 High Holborn London WC1V 6QA Selection Consultants 01-405 3499

## Hoggett Bowers

Executive Search and Selection Consultants

BIRMINGHAM, CARDIFF, GLASGOW, LEEDS, LONDON, MANCHESTER, NEWCASTLE, SHEFFIELD and WINDSOR

### Management Accountant

North East, to £14,000

An excellent career opportunity for a high calibre qualified accountant to join a significant and successful international group, based at one of their major European manufacturing centres. The environment is fast moving and exciting, with reporting to exacting deadlines and fully computerised business systems have been the subject of considerable capital investment. Reporting to the Chief Accountant and prime responsibility is for the control and development of the costing function, with specific emphasis on the integration of detailed product costing information with data based production and inventory control systems. Additional key tasks include the preparation and analysis of budgetary and monthly management information. Candidates aged 25 to 35, qualified ACMA or ACCA, will be able to demonstrate significant success in a cost or management accounting role in a manufacturing environment utilising fully integrated computerised accounting techniques. Benefits, including relocation assistance where necessary to this attractive part of South Northumberland and career development prospects are excellent.

Male or female candidates should telephone in confidence for a Personal History Form or submit a comprehensive c.v. to: A.D. Kelly, 4 Mosley Street, NEWCASTLE UPON TYNE, NE1 1DE. 0632 327455, quoting Ref: 44244/FT.

## GROUP ACCOUNTANT

WC1 Large, expanding group of 18 companies requires a fully qualified ACA or ACCA to work in the group accounts office with the chief internal audit helpful. To £20,000

FINANCIAL ACCOUNTANT This position offers excellent prospects for a local person to become Financial Director within 6 months. Responsible for financial and management accounting you'll be working on a Naxos computerised system. To £20,000

Contact - Mr J. Butler, 131/133 Cannon St London EC4 - Tel: 01-283 7633

**BROOK STREET ACCOUNTANCY**

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# Accountancy Appointments

## Head of Financial Services

£20,000 + car London SW1

Our client, a major and dynamic professional partnership, wishes to appoint a qualified accountant to take responsibility for the management of financial and accounting services. This is a new post, at senior level carrying considerable responsibility. The successful candidate will take overall charge of all accounting functions throughout the firm. Particular emphasis will be placed on upgrading current systems to serve better the client's needs following a substantial growth in business which is planned to continue. The major initial task will be to supervise the computerisation of the central accounting system. Candidates should be qualified accountants, preferably in their 30's, who have experience in commerce or industry particularly concerned with computer development and the maintenance of technical excellence. They should be used to managing staff and liaising with professionals in a variety of disciplines. Benefits include life assurance and PPP. Please write, stating how you meet our client's requirements, quoting ref no 1415 to:

**Binder Hamlyn**  
MANAGEMENT CONSULTANTS  
Anne Knoll, Executive Selection Division,  
Binder Hamlyn Management Consultants,  
8 St. Bride Street, London EC4A 4DA.  
Telephone 01-353 3021.

## Group Finance Director

Scotland

Our client is a diversified manufacturing group being restructured and which consists of a number of relatively autonomous and highly profitable subsidiaries. It is planned to expand these companies and expansion could be rapid.

Reporting to the group managing director, the person appointed must be capable of inspiring confidence in financial and banking circles, and of gaining the respect of operating management. A good all round commercial sense is essential although prime responsibilities will be financial and accounting. Assisted by a small head office team the appointee will be responsible for interpreting results to top management, ensuring adequate controls and systems in the group, treasury control and carrying out ad hoc projects, such as acquisitions.

The need is for a professional, qualified accountant (preferably FCA or CA).

c.£30,000 + fringe benefits

aged 35 to 45, who has worked in a senior position with a manufacturing group, or subsidiary, known for the quality of its management and controls. Experience in the design and implementation of computer based systems, particularly in the areas of management accounting and costing, is important.

The profit and growth potential of the group present an opportunity to make a significant personal contribution which will be rewarded by an attractive salary; removal costs if appropriate will be paid.

Please reply in confidence, enclosing career details and quoting reference 6440/L, to J. Scott, Executive Selection Division, Peat, Marwick, Mitchell & Co., 165 Queen Victoria St., Blackfriars, London EC4V 3PD.

**PEAT MARWICK**

## Financial Controller

General Management Opportunity

West London

c.£25,000 + car

Our client is the U.K. subsidiary of a Fortune 500 company. Established initially to market and distribute the firm's products in this country, it now has advanced plans to start a manufacturing operation. Its products, in the data processing area, lead the market in quality and its factory operations are 'showpieces'.

A Financial Controller is required who will take responsibility for establishing efficient accounting procedures for the operation as it stands, and will work closely with the Managing Director in the establishment of the manufacturing plant. As a key member of the U.K. management group, the person appointed will be expected to make a significant contribution in all areas of financial and general management.

Qualified accountants, aged 30-40, with a number of years experience in a marketing-led environment are invited to apply. Experience in high technology manufacturing would be an added advantage. A high degree of energy and commitment will be required to successfully establish this new venture and rewards will include real general management opportunities in the short to medium term.

Please write in confidence, enclosing career details and quoting reference 3239/L to Valerie Fairbank, Executive Selection Division, Peat, Marwick, Mitchell & Co., 165 Queen Victoria Street, London EC4V 3PD.

**PEAT MARWICK**

ACCOUNTANCY APPOINTMENTS  
APPEAR EVERY THURSDAY

Rate £37.00 per single column centimetre plus VAT

## Financial Controller

C. London

c.£20,000 + car

Our client is a rapidly expanding private group of companies (current turnover £15 million) who specialise in retail and distribution throughout the UK.

A commercially minded accountant is required to head a department of over twenty and assume overall control of the day to day financial and management accounting responsibilities, to include budgetary control and consolidations. In addition to reporting directly to the Group

Finance Director, you will work closely with the senior management of the group's operating subsidiaries.

Likely to be a qualified accountant in your 30's, you will be highly organised and assertive with strong man management ability. Previous experience within a retail/distribution environment and a knowledge of computer based accounting systems would be advantageous. Candidates with the required level of ambition and self motivation will be offered an attractive remuneration package including a fully expensed company car and other fringe benefits. Applicants should write to Nick Baker FCA, Executive Division, enclosing a comprehensive c.v., quoting ref 254, at 31 Southampton Row, London WC1B 5HY.

**Michael Page Partnership**  
International Recruitment Consultants

London Bristol Birmingham Manchester Leeds Glasgow Brussels New York Sydney

## Oil Exploration

### Play an Active Role

Control your own role and enjoy a full and varied workload with a US independent oil company. Alert, flexible and financially strong, its UK office takes charge of oil exploration and production activity

throughout Europe, Africa and the Middle East. This includes a share of two producing oil fields and a number of discoveries under appraisal and development.

**Chief Accountant**  
c.£30,000 + car

You will be responsible for statutory and management accounting, taxation and systems, and can anticipate promotion within 12 months. A qualified accountant, you have around 8-10 years' broad accounting experience, most of which will have been gained from an oil company. You are capable of making a significant contribution to local decisions and have the flexibility to operate effectively within a small and compact organisation.

**Newly Qualified**  
c.£16,000

You will prepare budgets and forecasts, monitor expenditure and produce financial statements, working in dual currency and to US standards. An ACA or ACMA and of graduate calibre, you have recently qualified and could now be seeking your first position in industry. You work well in a small team, are familiar with using PCs and can cope with a broad range of duties.

Both positions are London based and command a comprehensive benefits package. They provide a high level of exposure to oil company activities and the scope to develop professionally. Please telephone or write to Sue Jagger of Cripps, Sears & Associates Ltd, Personnel Management Consultants, 88-89 High Holborn, London WC1V 6LH, Telephone: 01-404 5701.

**Cripps, Sears**

CENTURY FACTORS

**FINANCIAL DIRECTOR**  
(DESIGNATE) Age 30+

Century Factors is a subsidiary of Close Brothers Limited and is an expanding debt factoring company shortly relocating to the home counties.

This is a new appointment which offers an exceptional career development opportunity for an ambitious qualified accountant who enjoys working in a demanding and fast moving company. Reporting direct to the Managing Director you will be responsible for all aspects of the finance function including development of computer systems and strategic planning.

Flexible compensation package commensurate with experience and calibre.

Applications to:-

**Leslie Bland**  
Managing Director

**Century Factors Limited**  
60 Princess Street  
Yeovil BA20 1HL  
A member of Close Brothers Group plc

**LEWISHAM AND NORTH SOUTHWARK HEALTH AUTHORITY**  
**Director of Finance**

c.£22,950 to £25,957 per annum

Lewisham and North Southwark is an Inner London Health Authority with a revenue budget of £98 million per annum. We include Guy's and Lewisham Hospitals and have an international reputation for delivering health care of the highest standard. Over the next ten years we are due to lose about 10% of our revenue budget in regional resource redistribution. We will need strong financial advice and leadership. We are now piloting a system of clinical budgeting designed to make the optimum use of our resources, and we are developing value for money and cost improvement programmes.

To ensure these exciting initiatives succeed, we need an experienced financial specialist to become a member of our newly established District Management Board. Candidates should be qualified accountants with a proven record in key areas such as budget management, computerised information systems and the management of change. Previous NHS experience is not essential. Accountable to the District General Manager, the post holder will be responsible for advising the DGM, the District Health Authority, the District Management Board and the management units on the full range of financial and information issues. Financial services within the units will be provided by unit finance directors, responsible to the unit general managers but with professional accountability to the Director of Finance.

For an informal discussion, further details and an application form, please contact Kathy Doran in District Administration, Lewisham and North Southwark Health Authority, Mary Sherkin House, St. Thomas Street, London SE1 7RT. Telephone: 01-467 7600, ext. 3599.

Closing date for applications: 7th June 1985.

## FINANCE MANAGER

up to £24,000 p.a. + Executive Company Car

ROLM is already well known in the U.S. for being one of the most prestigious and commercially successful names in the fast growing business of communications. That reputation will soon spread to Britain, now that we're setting up ultra-modern facilities in North Wiltshire for our European operations. ROLM is a subsidiary of IBM with revenues of more than half a billion dollars - a company that's bound to make a tremendous impact on this important market.

Now there's an opportunity for you to share in our future success, because we're looking for someone to fulfil the role of Finance Manager.

The responsibilities of the position will be wide and varied: financial accounting and related statutory reporting, extending to your involvement in foreign currency transactions, banking relationships, taxation, insurance and management accounting. In addition you will be required to set up accounting systems and procedures and establish sound financial controls.

The successful applicant will be a qualified accountant with sound practical experience ideally gained in a manufacturing environment, together with some knowledge of PC based accounting systems.

As we're a company that's dedicated to growth as much as we are to success, we can offer excellent career prospects to the highly motivated.

The rewards are high and will include a salary of up to £24,000 p.a. plus an executive company car. On top of this, it's a great place to work and live - all the benefits of a fast developing area, combined with beautiful countryside.

If you like the idea of making your hard won experience work for you then send your detailed c.v., quoting reference 71/JF/85 to David Seddon, Personnel Director, ROLM Europe Ltd, c/o Austin Knight Selection, Knightway House, 20 Soho Square, London W1A 1DS.

**ROLM**  
An IBM Company

**Austin Knight Selection**

## Group Accountant

We seek a young Chartered Accountant to develop and run the diverse accounting arrangements of a small, well-established and growing financial services group. Experience of sophisticated audits is essential, and of banking audits helpful. The candidate should be ambitious but careful, and able to integrate well with a small management team. It is likely that the successful candidate will be drawn from a company in a similar field or direct from an accounting firm.

Salary depends on qualifications and experience, and prospects are excellent.

Please write with detailed c.v. to Box A904.

Financial Times,  
Bracken House, 10 Cannon Street, London, EC4P 4BY.

## Senior Opportunities in Finance

IAL is a major international company, recognised as one of the leading organisations in the fields of aviation, computer and medical services and advanced telecommunications.

We now have the following opportunities at our international headquarters near Heathrow Airport.

**Comptroller**

up to £20,000 pa + car

Leading a team of highly qualified staff engaged on the appraisal of group companies' performance, ad-hoc financial investigations, acquisitions and disposals, financial planning and group taxation matters.

You will be a fully qualified accountant and, ideally, have a business studies qualification. Senior level experience of

this kind of work is essential and should have been gained in an international commercial environment. Ref. K251/01.

**Treasury Accountant**  
to £16,000 p.a.

A qualified accountant or banker with job-related experience ideally with a degree in economics or business studies. Responsibilities will include cash flow management; monitoring and management of foreign exchange exposure; currency dealing and the monitoring of loan and interest payments. You will also assist business groups in assessing funding, borrowing and bonding requirements on new and existing business. Ref. K251/02.

For further details of these key appointments, please telephone, or write to: the Recruitment Executive, quoting the appropriate reference number.

**IAL**

**Financial Services**

Aeradio House, Hayes Road, Southall,  
Middlesex UB8 5NL. Tel: 01-574 5134.

A MEMBER OF THE STANDARD TELEPHONES AND CABLES PLC GROUP

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Finding that next crucial career opening can take a lot of time, effort and expense.

Unless you use the Hall-Mark Appointments Register, the only specialist register for accountants and financial managers.

An effective, streamlined system, it's designed to get you on the shortlist for top positions in minimal time - at no cost to you.

Currently, we have a wide number of attractive positions in the £13,000 - £30,000 range with leading companies throughout the UK. So if you haven't time to wait for the right opportunity to happen, complete and return the coupon now. Or telephone 01-741 8011/01-748 3444 (24 hours). Prestel 013903873.

**HALL-MARK**

For full details of the service and the companies registered on the Hall-Mark Appointments Register, please write to: Hall-Mark Appointments Register, 100, The Quadrant, London W1A 1DF.



# Accountancy Appointments

## Financial director – designate

South Derbyshire, c£22,500 + car



All jobs are described as exciting – but this one really is! A brand new plc with the funds available to support profitable growth, building on present turnover of £13 million. Operating nationally from a number of locations it offers a specialist industrial service to a broad range of companies.

You'll enjoy the style of the MD and the other board members – under 40, enthusiastic and with a record of successful decision making. Routine accounting is excellent, so your main thrust will be commercial: business and profit planning, performance monitoring and cost control, further developing the computerised systems.

A qualified accountant with commercial orientation, you need the ability to bring numbers to life in the boardroom and on the shop floor: strong personality, high energy level and a sense of humour! Age indicator 30 to 35.

Please write enclosing a curriculum vitae and daytime telephone number to Stephen Blaney, Executive Selection Division, Ref. B242.

Coopers & Lybrand associates

Coopers & Lybrand Associates Limited  
management consultants

5 Albion Place  
Leeds LS1 6JP

## Finance Specialist

Bristol

c£18,000 plus car

Our client is a £200 million turnover European company and part of an international group heavily involved in minerals, development and investment. The group headquarters based in Australia has identified the need to recruit an internal audit specialist to be based at the European head office in Bristol.

Responsibilities will include:

- ★ Research and implementation of improvements to existing services.
- ★ Planning and development of long range audit programmes.
- ★ Coordination with external auditors.
- ★ Coordination of EDP audit assignments.

The successful applicant will work with a large degree of autonomy and consequently a mature approach to client relationships is essential. Emphasis will be placed on providing a service to all levels of management with the intention of improving bottom line performance.

Applications are invited from graduate qualified accountants, aged 28-40, who will be prepared to travel up to ten weeks per year; therefore a language ability would be advantageous.

The excellent remuneration package includes a fully expensed car and relocation expenses will be available if necessary.

Interested candidates should write to Adrian Wheale ACMA, ACIS, enclosing a comprehensive curriculum vitae, quoting reference B8036, at Michael Page Partnership, St. Augustine's Court, 1 St. Augustine's Place, Bristol BS1 4XP.



Michael Page Partnership  
International Recruitment Consultants  
London Bristol Birmingham Manchester Leeds Glasgow  
Brussels New York Sydney

## Morgan Grenfell & Co. Limited

### Accountant Investment Division

Morgan Grenfell & Co. Limited wish to recruit a young Accountant to fill a newly created position within their Investment Administration Department.

The successful applicant, reporting to the Head of Department, will assist in a broad range of responsibilities including systems development, accounting, budgeting, financial control and administration, and will undertake various ad hoc assignments, creating an ideal opportunity to gain a broad knowledge of international investment operations.

Remuneration for this position will be based on experience and benefits will include a preferential mortgage scheme and non-contributory pension scheme.

Applications, including brief details of career to date, are invited from newly qualified Chartered Accountants with some experience of auditing financial institutions and should be sent to:

Helen Rigby, Personnel Manager  
Morgan Grenfell & Co. Limited  
23 Great Winchester Street, London EC2P 2AX

## Senior Accountant

West London

c.£13,000-£15,000

Our clients are the UK subsidiary of a substantial French group operating large pipelaying barges for use in the oil industry, mainly in the North Sea. They are in the process of setting up an office in Alpertown and seek to recruit a Senior Accountant to help control logistic activities relative to offshore activities.

The successful candidate will be responsible to the Chief Accountant for the control of the accounts department, the development of computer systems which are linked on-line to the parent in Paris, and for monitoring cashflow, foreign exchange, contract costs, current accounts and budgetary control, supported by a small staff.

Applicants should be qualified accountants, preferably aged 25 to 30 with relevant experience of financial management, preferably in the oil industry. Some fluency in French would be valuable.

Please write in confidence with full details of previous experience and quoting reference E2798 to J. W. Hills, Executive Selection Division, Peat, Marwick, Mitchell & Co., 165 Queen Victoria Street, London EC4V 3PD.

PEAT MARWICK

## Financial Controller

Leading advertising agency

This long established and fast expanding advertising agency, part of a major public group, is one of the UK market leaders and has a large and prestigious range of clients. A strong emphasis on research, strategic planning and investing in professional and creative teams has contributed to the company's growth and success in recent years.

In this newly created position, the financial controller will report to the Financial Director and will be responsible for the organisation and day to day management of the finance function. This will entail maintaining tight financial control, supervising the regular flow of management information and enhancing the computerised systems to meet the requirements of an expanding business.

The requirement is for a qualified accountant, aged around 35, with experience of managing a substantial accounting team, ideally in an advertising or service company. Exposure to modern computer systems is also sought, coupled with strong technical, communications and management skills.

Remuneration: up to £30,000 plus a car and other benefits.

Location: Central London.

Please write in confidence to CT Garcia (Ref 771).



KMG Thomson McLintock  
Management Consultants  
70 Finsbury Pavement London EC2A 1SX

## CONTROLLER, FINANCE AND ADMINISTRATION

HIGH TECH INDUSTRY

Teddington, Middx.

c.£17,500 + car

The Company is a young, expanding business which has established itself as the acknowledged leader in a market with enormous growth potential. It provides computer based information systems to the health care industry. The Company is based in the UK and markets its products in Europe, the Middle East and the Far East.

Due to a recent promotion within the Group they now require a new Controller. Reporting to the Managing Director the successful candidate will have full responsibility for all financial and management accounting, together with a broad range of administrative functions.

Applicants should be qualified accountants (probably in their early thirties) who combine relevant technical expertise with commercial experience.

Please send a comprehensive career resume, including salary history and daytime telephone number quoting ref: 2267/FT to G.J. Perkins, Executive Selection Division.

Touche Ross

The Business Partners

Hill House 1 Little New Street London EC4A 3TR Tel: 01-353 8011

## Chief Internal Auditor

Our client, a highly profitable £150m turnover group of companies, seeks a professionally qualified accountant to assume total responsibility for the internal audit function, investigating a wide range of financial and operational systems at 125 U.K. cost centres, including head office. Specific areas of responsibility will include reporting on effectiveness and efficiency of all financial and administrative systems, developing computer-based internal audit methods and playing a key role in the design and employed either in the profession or in industry/commerce. In addition to holding a recognised accountancy qualification, you will have gained recent audit experience within a multi-million turnover business, employed either in the professions or in industry/commerce. You are likely to be aged 28-33, although age is not a barrier for exceptional candidates.

Based in a pleasant Sussex location, an excellent salary package is negotiable with outstanding personal career development prospects available.

Please apply in confidence to: Stephen Mawditt, Managing Director

Senior Management International



Executive Search Consultants  
Landseer House, 19 Charing Cross Road, London WC2R 0ES  
01-839 2841

## Chief Accountant

South-East Head Office-based  
c.£17,000 + car  
plus generous overseas travel allowance

Our client is a successful group of contracting companies operating on an international basis, with large projects throughout the world.

It wishes to appoint a Chief Accountant whose prime task will be to direct and co-ordinate the various overseas accounting functions, and applications are invited from suitably qualified accountants, preferably FCAs, aged 35-45.

This key post requires exposure to all facets of the group's activities, so previous experience in the field of engineering construction and a working knowledge of management accounting, together with statutory and fiscal requirements, particularly in the Third World, are important. This role will involve frequent short-term overseas travel and requires high-level communication and management skills.

Your initial salary will be circa £17,000 plus generous overseas travel allowance. A comprehensive remuneration package including car, contributory pension, health care and relocation expenses, if necessary, reflects the seniority of this appointment.

Please send full cv, including current salary, which will be forwarded to our client unopened, Ref: R2032/FT. (Address to our Security Manager if listing companies to which it should not be sent.)

PA

PA Advertising

Hyde Park House, 60a Knightsbridge, London SW1X 7LE  
Tel: 01-236 0000 Telex: 27874

## Director

Finance and Administration  
c.£25,000 p.a.

The Greater London Enterprise Board is seeking a new Director of Finance and Administration to replace the present director who is leaving to take up an appointment as Director of Finance and Operations in the Cable Authority.

You will report directly to the Chief Executive and take an active part, with the other divisional directors, on the Board's Management Committee. An established team of qualified and experienced accountants and administrators will assist and support you in this position. It is expected that the successful candidate will be appointed Company Secretary.

You will be an experienced and qualified accountant with a proven track record in administration and financial management. Your experience will have been gained at a senior level in the public, private, co-operative or commercial field. A commitment to the overall objectives of the Board's work is essential.

The Board was established in 1982 and currently employs over 80 staff. It has nearly 200 projects of which 150 involve financial investment covering the whole range of high technology to traditional industries. It is active in the promotion of economic opportunities for ethnic minorities, the development of co-operatives and industrial participation. It has a large property and land development portfolio.

The Board will particularly welcome applications from Women and people of Ethnic Minority backgrounds.

Applicants should send their detailed CV to:

Alan McGarvey – Chief Executive, Greater London Enterprise Board Limited, 63-67 Newington Causeway, London SE1 6BD.

The Greater London Enterprise Board is an equal opportunity employer, and applications are welcome from candidates regardless of sex, race, nationality, age, or marital status and from registered disabled persons.

Greater London Enterprise Board

## Hoggett Bowers

Executive Search and Selection Consultants  
BIRMINGHAM, CARDIFF, GLASGOW, LEEDS, LONDON, MANCHESTER, NEWCASTLE, SHEFFIELD and WINDSOR  
CITY DIVISION

### Client Accountant/Advisor

Accounting Services Division

City, Substantial salary, plus car, plus Banking Benefits

Our client is a young and fast growing Financial Institution which is a subsidiary of a major U.S. Company, providing a range of banking services internationally. Growth to date has been outstanding. A new activity recently introduced is the provision of day to day accounting services and financial advice for a range of clients.

The successful candidate will take full responsibility for this, servicing the existing clients and actively seeking to build up this section of the group.

Applicants, aged 25+, must be qualified Chartered Accountants with a minimum of two years post qualification experience which will include Multicurrency Accounting Systems, Computerised Accounting, U.K. taxation and a knowledge of accounting techniques for International Trade and Foreign Exchange. This will have been gained in a banking, commodity or international trading house environment. An excellent opportunity within an aggressively expanding organisation.

A.L. Weston, Ref: 22/FT. Male or female candidates should telephone in confidence for a Personal History Form 01-628-4200 Ext 286/7/8, City Division, International Business Centre, 2 London Wall Buildings, London Wall, LONDON, EC2M 5PP.

## FINANCIAL ACCOUNTANT ACA/ACCA

LONDON W1 – £16,000  
FINANCIAL SERVICES DIVISION OF  
A LEADING RETAIL GROUP

offers an excellent opportunity for a recently qualified ACA/ACCA to join our team.

The successful applicant will be responsible to the Finance Director for management information and financial reporting for a group of companies. He/she is likely to be highly motivated and familiar with computerised accounting systems. The position requires a wide range of skills to assist a rapidly expanding and independently-profitable Group achieve its long-term aims and objectives. A substantial bonus related to performance will be offered to the right candidate.

Please apply with full c.v. to:  
Box A9002, Financial Times  
10 Cannon Street, London EC4P 4BY







# Accountancy Appointments

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## Funding Commercial Dreams

Director (Designate) Neg. £20K-25K

The owner-directors of our client company are young, hard-working and successful entrepreneurs. They are committed to seek a public flotation within the next few years. Their style is informal and friendly, but exceptionally professional.

Operating in a fiercely competitive sector of the communications business for little over a decade, they have established a profitable £2m turnover business, covering commercial films, set construction, hire of scenery and props, in addition to property and other interests.

Significant future commercial development plans have created the need to appoint a financially-biased professional to provide proactive advice to the principals and assist with the general management of their business interests. Current projects include negotiations for much larger premises in south London.

Candidates naturally will have the technical expertise and City contacts to establish the complete financial management functions required for future operations. Of even more importance will be their ability to earn rapidly the trust and confidence of people operating in this most unusual, exciting environment.

Please write in confidence to Peter T. Willingham, quoting reference 61. Attach sufficient detail to explain why we should meet to discuss this appointment. The address is Spicer and Pegler Associates, Executive Selection, 56-60 St. Mary Axe, London EC3A 8BJ.



Spicer and Pegler Associates  
Management Services

## FINANCIAL CONTROLLER

Dover

c. £18,000 + Car + benefits

Our client is a small, but successful and expanding company involved in shipping and freight forwarding.

Currently managed by a young and dynamic team, they are now wishing to appoint a Financial Controller to take over total responsibility for the accounting function, reporting jointly to the Finance Director and the Managing Director.

This is an ideal opportunity for a qualified Accountant, aged 28 to 34 years, to join a growing concern which can offer excellent prospects for future career development. Previous experience within shipping/freight forwarding is essential.

Written applications, including up-to-date Curriculum Vitae are to be forwarded to Robert N. Collier or Neil Gillespie at our London address, quoting reference number 5267.

410 Strand, London WC2R 0NS. Tel: 01-836 9501  
28 West Nile Street, Glasgow G1 2FF. Tel: 041-226 3101  
113/115 George Street, Edinburgh EH2 4JN. Tel: 031-225 7744  
Brook House, 77 Finsbury Street,  
Manchester M2 2EL. Tel: 061-236 1553

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Douglas Lambias Associates Limited  
Accountancy & Management  
Recruitment Consultants



## ANALYTICAL INSTRUMENTS LIMITED

are seeking a

### GROUP FINANCIAL CONTROLLER COMPANY SECRETARY

c.£20-£25,000+ COMPANY CAR

The Group, which operates on a worldwide basis, is involved in high technology instrumentation. The person appointed will be responsible to the Group Chief Executive and will be based at the group's headquarters on the southern outskirts of Cambridge.

We require an experienced and well qualified Accountant who is capable of dealing not only with the practical financial role of a rapidly expanding international group (current turnover £10 million) but also of contributing to the successful development of the business. The group, which is profitable, is intending to seek a Stock Market quotation in the foreseeable future.

Please reply in writing, with full details of personal circumstances and education, and career and salary progression to:

Geoffrey Bray, Group Chief Executive  
ANALYTICAL INSTRUMENTS LIMITED  
London Road, Pampisford, Cambridge CB2 4EF

or telephone Mrs Sheila Jones (0223 834420)  
for further details

## FINANCIAL CONTROLLER-PUBLISHING

The Institute of Physics, through its Publishing Division based in Bristol, is responsible for the publication of some 30 learned journals and about 100 new scientific, technical and medical titles each year. Due to expansion we now require a qualified accountant with first-class commercial experience to take up a new position as Financial Controller reporting directly to the Financial Director. The main responsibility will be the preparation of financial and management budgets and accounts with special emphasis on performance analysis. Wang mini and micro-computers are used extensively throughout the division.

This is an excellent career opportunity in financial management. Salary negotiable; benefits include pension scheme with life assurance, assistance with relocation costs, etc.

Please write in confidence, with full details of qualifications and career to Bruce Spence, F.C.A. Financial Director, The Institute of Physics Publishing Division, Techno House, Redcliffe Way, Bristol BS1 6NX.

## Accountant Nigeria

Substantial salary package

The John Holt Group is one of the major trading and manufacturing organisations in Nigeria, with a turnover in excess of £250 million. The Group has substantial investments and is developing new manufacturing industries, as a consequence of which, an additional Senior Accountant is required.

The duties will include the establishment of management and financial accounting systems for new projects, investment appraisal and internal audit of existing systems.

Applicants must be qualified accountants with substantial auditing experience and able to show an ability to operate at a senior financial level. Experience in a developing country would be an advantage.

Terms and conditions include attractive salary; two leave passages per year for self and family, car and free accommodation.

Please write or telephone for an application form to:  
Mr P. Parkes, Divisional Personnel Manager, John Holt Group Ltd,  
380 India Buildings, Water Street, Liverpool L2 0QF. Tel: 051-236 8881.

JOHN HOLT GROUP LTD

## Financial Controller

c £18,000

London NW6

Our client, Pip UK Limited, a franchise print operation, wishes to appoint a Financial Controller reporting to the Managing Director.

The main responsibilities of the post will include the management of the company's accounting and finances, assistance to prospective franchisees and working with present franchise owners on financial matters. The parent company is American, and the successful candidate will need to report regularly to the States.

Candidates should be qualified accountants with commercial experience. They must be comfortable with computerisation and able to manage a small team. They should have experience of raising finance and developing effective bank relationships.

Benefits include BUPA, Life assurance and long term disability insurance.

Please write, stating how you meet our client's needs, quoting reference 1414 to:

BinderHamlyn

MANAGEMENT CONSULTANTS  
Anne Knell, Executive Selection Division,  
Binder Hamlyn Management Consultants,  
8 St. Bride Street, London EC4A 4DA.

## Tax & Treasury Manager

Surrey

c£16,500 + car + benefits

A major service group with a high public profile, has, due to re-structure identified the need to appoint a young qualified accountant to this challenging role.

The initial brief is to provide specialist taxation including VAT, advice at group level, optimising investment income from substantial cash flows in line with company policy and commentate on the performance of the groups substantial investment portfolios.

Further responsibilities including evaluation of potential acquisitions will be added later.

Being committed to expansion the group will wish to develop the career of the new job holder.

Contact Patrick Donnelly on 01-222 5169 quoting Ref. FT/69



**The Finance Index**  
Financial Recruitment Consultants  
11 Palmer Street, London SW1A 0AB Tel: 01-222 5169

## FINANCIAL MANAGER

ESSEX  
C. £18K + Car

Ozalid (UK) Limited is a wholly owned subsidiary of Océ-van der Grinten N.V. As a market leader in the reprographics industry, we are in the forefront of advanced technology with exciting future growth prospects.

A promotion within the Océ group creates an excellent opportunity for a person of suitable financial or business studies background to join us as Financial Manager. The principal responsibilities of the job, which reports to the Financial Director, will be to manage a staff of 30, producing accounts to local, corporate and statutory requirements. The job also incorporates the development of systems and procedures for internal financial and company controls,

utilising personal computer and main-frame facilities.

Applicants must have a financial and administrative background; will probably hold an appropriate degree or financial qualification, and will possess the energetic and creative personal qualities which the job will demand.

Please send a current c.v., including details of current remuneration package, to: Company Personnel Executive, Ozalid (UK) Limited, Langston Road, Loughton, Essex IG10 3TH



The Institute of Chartered Accountants  
in England and Wales.

## YOUNG CHARTERED ACCOUNTANT around £18,000-£20,000

The Institute is looking for a Chartered Accountant, aged about 27-32, to work in the Technical Directorate at Moorgate Place. The post will be within the Directorate's Parliamentary and Law area, but will include development of policy for the Institute across a wide range of issues that are of major importance for the future of the profession.

The successful candidate will require good analytical ability, technical knowledge and communication skills. The job will involve regular contact with senior members of the profession and with government.

The post offers excellent opportunities for career development, both within the Technical Directorate and in the profession.

Contact Michael Hoyle



**CHARTAC RECRUITMENT**

Institute of Chartered Accountants in England and Wales  
100 Bow Lane, Moorgate Place, London EC2P 2JF. Telephone 01-425 1561

## Chief Accountant £16-18,000 + Car

Candidates should be fully qualified (ACA/FCA) with several years experience. To be responsible for all aspects of the accounting function and for the efficient day to day running of the accounts department.

A career opportunity with excellent prospects.

Applications in the first instance to the Managing Director.



**Tarex Berger**  
and Associates Limited  
The Granby, Egham, Surrey TW20 9AH  
Telephone Egham (0794) 33711 (10 lines)



## National Officer (Finance)

London

c £20,000 plus car

The Association of Supervisory, Technical and Managerial Staffs with 800 branches in the UK, Republic of Ireland and overseas has an annual income of over £9 million and now wish to appoint a National Officer (Finance).

The successful applicant will be responsible to the General Secretary, Clive Jenkins, for the financial and membership administration of the Union and for a substantial direct staff. An ICL ME 29 computer is in use and the system is poised for further development. Ideal candidates, male or female, must be qualified accountants with demonstrable experience of the management of substantial financial function and the development of computer systems.

The remuneration package includes a salary of circa £20,000 plus use of car and contributory index-linked pension scheme.

Please write with full career details to A. J. Edmondson, quoting reference 4094.

INBUCON MANAGEMENT CONSULTANTS LIMITED

Executive Search and Selection  
Knightsbridge House, 197 Knightsbridge London SW7 1RN





# International Appointments

## Accumulate £15,000 ... FINANCIAL DIRECTOR DESIGNATE — ZAMBIA

Age 27 — 35 years Substantial Executive Overseas Benefits package and salary

Our client is a long established, profitable and expanding UK based international shipping services group, with particular interests throughout Africa. They now require a Financial Director Designate for their Zambian subsidiaries which currently have a turnover approaching 37 million kwacha.

Reporting to the Managing Director, his/her task is to enhance and maintain the financial and management accounting services required by the company and the Head Office.

Applicants, probably aged in their late 20s to mid 30s, should be qualified accountants with at least five years industrial/commercial experience. A high level of self motivation and the ability to manage staff are essential.

The emolument package will comprise a generous salary, and a substantial overseas benefits package. The opportunity exists for career development within the group.

Written applications, in strict confidence, to Robert N. Collier or Neil Gillespie at our London address quoting reference number 5195.

410 Strand, London WC2R 0NS. Tel: 01-938 9501.  
26 West Nile Street, Glasgow G1 2DE Tel: 041-226 3101.  
113/115 George Street, Edinburgh EH2 4JN. Tel: 031-225 7744.  
Brook House, 77 Fountain Street,  
Manchester M2 2EE. Tel: 061-236 1553

**DOUGLAS  
LLAMBIAS**  
Douglas Llambras Associates Limited  
Accountancy & Management  
Recruitment Consultants



## Merchant Banking Group Career opportunity for International Banker

Mid Thirties

c£40/45,000

Our Client, one of the leading European Commercial and Merchant Banking Groups, seeks to recruit a trained Banker to work initially in West Africa and to move into a senior post in their London-based International Finance Team, which concentrates on projects, trade related finance and Syndications on a world-wide basis, in some two years' time.

This is an outstanding opportunity for either a London-based merchant banker who wishes to gain on-the-ground experience or, alternatively, a member of the foreign service side of a major international retail bank who wishes to move into merchant banking. A good knowledge

of Letters of Credit and a flair for marketing are particularly important in the initial posting which also requires an aptitude in the administrative and accounting areas. Remuneration in the initial contract period will be at a rate around £40/45,000 per annum plus expatriate package, including housing, travel, normal tax benefits etc. Please write initially, enclosing a detailed CV and quoting ref. 639, to Colin Barry at Overton Shirley and Barry, Prince Rupert House, 84 Queen Street, London EC4R 1AD.

**Overton Shirley & Barry**  
INTERNATIONAL SEARCH AND SELECTION CONSULTANTS

## Worldwide Opportunities Leading to Line Management Single or Married Status

One of the most advanced oil majors with revenues exceeding \$60 billion is seeking to strengthen its corporate audit and EDP audit resources.

Our client's policy of promoting members of its worldwide audit team to line positions, after acquiring at least 3 years experience of worldwide operations, has led to these current vacancies.

Overseas assignments range from 2-4 months in any one location. The positions are suitable for both married and single status employees. A commitment to 100% travel is essential and fluency in at least one major European language is preferred.

Opportunities are currently available in audit and EDP audit review.

Candidates for audit review should be ACA's or equivalent, ideally with a large firm background, aged mid to late 20's. The EDP audit role demands an EDP systems or EDP audit background. Both positions require a high level of self motivation, independence and a demonstrable level of achievement to date.

The attractive remuneration packages include a net salary of c£13,500 plus expenses, married status travel and normal large company benefits.

Interested applicants should contact James Forte or David Nicholson on 01-831 0431 or write, enclosing a comprehensive c.v. to Michael Page International, Sicilian House, Sicilian Avenue, London WC1A 2QH, quoting ref 944.

**MP**

**Michael Page International**  
Recruitment Consultants

London Bristol Birmingham Manchester Leeds Glasgow Brussels New York Sydney

## EMPLOYMENT CONDITIONS ABROAD LIMITED

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Bank of New Zealand

## Foreign Exchange Traders

As a result of planned expansion of the Bank of New Zealand's global network, we are pleased to have been appointed to assist in the selection of additional foreign exchange dealers.

### Hong Kong

#### Treasury Manager — Chief Dealer

This new operation is due to open later this year. We therefore seek a high-calibre, well-qualified individual, probably aged 30-35 with at least seven years' relevant experience of trading in international markets, the most recent of which should have been Hong Kong based. Main responsibilities will be to establish the dealing room and build a trading team. Proven man-management skills are as important as an in-depth knowledge of all aspects of foreign exchange and money markets, including hedging, arbitrage and futures.

### Wellington

#### Senior Dealer

For this position, applicants should preferably be aged 26-30 and have at least five years' relevant experience of all aspects of foreign exchange and money markets, latterly with a major name in the London market. It is envisaged that the successful candidate will take over as Chief Dealer in due course.

### Wellington

#### Foreign Exchange Dealers

For these positions, candidates should preferably be in their mid-twenties possessing a minimum of two years' foreign exchange trading experience with a good name in a major financial centre. Expertise in the futures and money markets would be an added advantage.

The above appointments present challenging opportunities to join a prestigious, expanding international bank and offer long-term career development prospects. Highly competitive remuneration packages are available, commensurate with age and experience.

In the first instance, please telephone or send a full Curriculum Vitae in strict confidence to Roy Webb, Managing Director, Jonathan Wren International Ltd., 170 Bishopsgate, London EC2M 4LX, tel: 01-623 1266, telex: 8954673 WRENCO.

London, Sydney

**Jonathan Wren  
International Ltd**  
Banking Consultants

## D.P. Audit Opportunities Australia

\$ A30-50,000 Banking 25-40

Our client is a large Australian Bank which is a highly sophisticated user of DP technology and has an extensive on-line network linking its 1500 branches nationwide. It is the first bank in the world to provide a national EFT/POS system and has a number of other domestic and international networks and applications.

The bank has a DP Audit staff of around 30 and is seeking the services of DP professionals who are able to make an effective contribution to the audit function and are prepared to take up a career in Sydney, Australia. Previous DP Audit experience would be a considerable advantage, particularly in the following areas:-

- \* IBM Operating software (MVS, IMS, etc)
- \* Telecommunications (hardware, software)
- \* Systems Development (financial systems, project leader level)

We would be pleased to hear from candidates with DP audit experience gained in commerce/industry or in the accountancy profession. Others with relevant skills should not be deterred from applying.

Salary is open to negotiation and will not prove a problem to the right candidates. Please apply to Timothy Hore or Jock Courts, Career Plan Ltd, Chichester House, Chichester Rents, Chancery Lane, London WC2A 1EG Tel 01-242 5775.

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Our client is a respected, international foreign exchange broker, located in an attractive city in West Germany.

In order to cope more effectively with their worldwide trade partners they need to expand their present broker team and are looking for qualified

## Foreign Exchange Dealers

We are therefore interested in contacting candidates who can fulfill the following requirements:

- good education and professional training
- successful experience as a foreign exchange dealer with a bank or a broker
- ample knowledge of the national and international market
- sense of responsibility
- absolute reliability in all market situations
- willingness to undertake occasional business trips

Our client offers a very competitive salary for this position. In addition to a team of qualified experts, the new colleague will work on the latest technical equipment.

Please send us in strict confidence your curriculum vitae with all career details, including names of any organisations to whom your application should not be sent.

**H.-G. HENRICH**

Unternehmens- und Personalberatung GmbH  
D-8000 Munich 81, Arabellastrasse 15, Phone 089/912025

International Management and Personnel Consultants for the Financial Sector

## GULF AREA —

## Financial Manager

A major petrochemical company in the Gulf area seeks an experienced Financial Manager to be responsible for managing:

- All accounts and funds of the company,
- Short term and long term financial policy,
- Operating budget preparation and follow-up
- Marketing activities,
- Computerization of the main functions in the company.

The candidates must be very familiar in negotiations at high level with local and international groups of banks, with some exposure to legal and contracts works.

### Qualifications required:

- (a) High diploma in the financial field
- (b) At least, ten years experience in similar job
- (c) Arabic shall be the mother tongue and English must be perfect. French could be an asset
- (d) Age around 40 with maximum 50.

Interested applicants are requested to send their applications together with:

- (a) Curriculum vitae
- (b) Certificate of previous working experience
- (c) Photocopy of diplomas
- (d) Recommendation letters

TO: THE GENERAL MANAGER  
P.O. BOX 756  
DOHA — QATAR

not later than 27th May 1985



# International Appointments

## T B G

The Thyssen-Bornemisza Group is a diversified international corporation active in three strategic units in Europe and North America. The turnover in 1984 amounted to Dfl 5 billion.

In view of the significant impact which interest and currency developments may have on the performance of the Group, we are seeking on short notice a high-calibre

### FOREX MANAGER (M/F)

reporting to the Treasurer Europe, located in Amstelveen, The Netherlands. The major tasks will be:

- management of currency positions of holding and affiliated companies
- handling and implementation of foreign exchange contracts, currency futures and options with subsidiaries and banks, and
- management of short-term funding positions.

The suitable candidate, aged between 25 and 35, should have an excellent knowledge of trends in currency and interest markets and he/she should be able to spot and evaluate currency/interest developments, basing him/herself both on technical analyses as well as on economic and political publications and news bulletins.

He/she has the nerve to enter into open positions but also the preserve not to be in the markets from time to time, and is interested in the currency and interest issues facing an international corporation.

#### MUSTS:

- education at least on HND level or equivalent
- sound experience in the treasury of a bank and/or a large international corporation.

We will offer you excellent working conditions and career opportunities in our international group. Remuneration and other benefits will reflect the importance of the function.

Further information can be provided by Mr. J. G. Haars, Treasurer, tel. 20-456151, private 3438-15539. A psychological test may be part of the selection procedure.

Your written application, which will be treated in confidence, should be sent to

TBG EUROPE N.V.  
HUMAN RESOURCES DEPARTMENT  
P.O. BOX 218, 1180 AE AMSTELVEEN  
THE NETHERLANDS

## Senior Manager Operations

### Middle East

Our client, one of the leading banks in the Middle East, with a large domestic branch network, is seeking to appoint a senior operations executive. The successful candidate will assume overall responsibility for all operational aspects of the bank, including the bank's computerisation programme, new opportunities for mechanisation, simplification of methods and procedures and relevant training, as well as work methods and systems in general, both automated and manual, throughout the bank.

A qualified and experienced candidate is sought for this position, for which an attractive tax free salary is offered, coupled with generous fringe benefits. Maturity of personality and width of experience gained in a large banking or similar organisation are key requirements and candidates with these qualifications are invited to submit their Curriculum Vitae, in strict confidence, to the bank's advisor.

Robert Watham, at Jonathan Wren International Ltd.,  
170 Bishopsgate, London EC2M 4LX  
tel: 01-623 1266, telex 8954673 WRENCO.

London, Sydney

Jonathan Wren  
International Ltd  
Banking Consultants

## Company Notices

### NOTICE OF REDEMPTION

EUROPEAN COAL AND STEEL COMMUNITY (E.C.S.C.)  
US\$15,000,000 6% 20 Year Bonds of 1966  
due 15th June, 1985

The Commission of the European Communities informs the Bondholders that a selection by lot for a principal amount of US\$975,000 has been made for redemption in the presence of a Notary Public on 5th May, 1985 by Banque Internationale à Luxembourg S.A.

The serial numbers of Bonds selected by lot are as follows:—

12144 to 12288	12291 to 12298	12300 to 12350	12361 to 12385	12388 to 12406
12409 to 12438	12439 to 12445	12447 to 12491	12497 to 12510	12526
12520 to 12540	12543 to 12545	12548 to 12550	12561	12564 to 12568
12571	12576 to 12586	12591	12595 to 12600	12604 to 12609
12611 to 12612	12615 to 12616	12621 to 12642	12646 to 12680	12682 to 12684
12686 to 12697	12698	12706 to 12707	12717 to 12761	12771 to 12774
12803	12808 to 12820	12826 to 12837	12843 to 12850	12852 to 12853
12806 to 12834	12838 to 12842	12863 to 12970	12972 to 12975	12977
12879	13004 to 13005	13011	13063 to 13069	13080 to 13082
13087 to 13106	13122 to 13124	13140	13151 to 13156	13157 to 13158
13162	13173 to 13200	13225 to 13238	13246 to 13247	13253 to 13257
13269 to 13273	13286 to 13294	13323 to 13331	13354 to 13357	13412 to 13413
13436 to 13447	13464 to 13475	13512 to 13513	13525 to 13528	13530 to 13539
13542 to 13561	13565	13626 to 13643	13669 to 13675	13701 to 13724
13728 to 13845				

Principal amount of Bonds purchased: US\$ 25,000  
Principal amount due for redemption: US\$1,000,000  
Principal amount unamortised after 15th June, 1985: US\$1,000,000

The Bonds selected by lot will be reimbursed on/after 15th June, 1985 with the coupon due 15th June, 1985 attached, in accordance with the terms of payment mentioned on the Bonds.

16th May, 1985

## DOCDATA N.V.

General Meeting of Shareholders of DOCDATA,  
to be held May 31, 1985, 14.00 hours,  
at Maaskade 11, Venlo, Netherlands

### AGENDA

1. Opening.
2. Discussion of the 1984 Annual Report and information about the ongoing activities.
3. Preliminary advice by the Supervisory Board.
4. Approval of the 1984 Balance Sheet with notes and Auditor's Report.
5. Appointment of auditors for the year 1985.
6. Information about changes in the Supervisory and Management Boards. Proposal to re-elect Mr. Van den Driest, who will be withdrawing from the Board according to the alternating schedule but can be re-elected for another term as a member of the Supervisory Board.
7. All other business.

The Annual Report is available at the offices of the company and at Pierson, Holding & Pierson, Amsterdam and London (1, Crown Court, Cheapside, London, EC2V 6JF), where they may be obtained free of charge. Shares of Shareholders who wish to attend the meeting should be lodged with Pierson, Holding & Pierson, Amsterdam. The receipt to be supplied by the latter must be shown when attending the meeting.

The Board of Management

May 16, 1985

### FIVE ARROWS LIMITED

A DIVIDEND has been DECLARED of 50 pence payable to the holders of Ordinary Shares, registered on 15th May 1985 and to holders of Coupon No. 115 attached to Ordinary Share Warrants to bearer. The dividend will be paid on 15th May 1985. Cheques must be lodged with Securities Department, Hill Samuel & Co. Limited, 45, Bech Street, London EC2P 2LX, where (if necessary) can be obtained. By Order of the Board of Directors  
St Martins House  
15 St Martins Lane, London EC1A 4EP  
D. D. Mitchell  
Secretary

### QUEBEC CENTRAL RAILWAY COMPANY

In preparation for the payment of the half-yearly dividend due July 15, 1985 on the 1984 dividend, the Company's books will be closed at 5.30 p.m. on June 14 and will be reopened on June 15, 1985.  
W. E. REVE,  
Assistant Secretary.  
50 Finchbury Square,  
London N10 1DD,  
May 16 1985.

### Money Market Cheque Account Jersey

Gross Rate Compounded Annual Rate  
12.05 12.74  
(Minimum balance £250)  
Annual Report and Accounts available on request.  
Manager, Revenue House  
4, Don Road, St Helier, Jersey JE1 3JH 3055.  
BANK OF SCOTLAND  
(Incorporated in Edinburgh, UK)

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Major company background. Minimum 7 year's experience, preferably onshore. Previous carbonate interpretation experience required. Proven oil finders preferred.

### Accounting Manager

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Attn: Richard L. McAdoo, Acting General Manager.

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(Papua New Guinea)

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If you are looking for a hands-on, total involvement and well rewarded position in a South Pacific location, please send your written application with relevant personal and career details to:

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## REPUBLIQUE ALGERIENNE DEMOCRATIQUE ET POPULAIRE

(Algerian Popular Democratic Republic)

MINISTRE DE L'ENERGIE ET DES INDUSTRIES CHIMIQUES & PETROCHIMIQUES  
(Ministry for Energy & Chemical & Petrochemical Industries)

ENTREPRISE NATIONALE DES TRAVAUX AUX Puits  
(National Oil Exploration Company)

### NOTICE OF NATIONAL AND INTERNATIONAL CALLS FOR TENDERS

NUMBER: 9151.AY/DIV

The National Oil Exploration Company is launching a National and International Call for Tenders for the supply of:

#### EXTINGUISHERS OF VARYING CAPACITIES

This Call for Tenders is intended for Manufacturing Companies only and excludes amalgamations, representatives of companies and any other intermediaries, in conformity with the provisions of the Law No 78-02 of 11 February 1978, with respect to State Monopoly on Foreign Trade.

Tenderers interested in this Call for Tenders may obtain the specifications from the following address: Entreprise Nationale des Travaux aux Puits (E.N.T.P.) Direction des Approvisionnements (Supplies Division) 16 Route de Metfah, Oued Smar, El-Harrach, Algiers, Algeria for the sum of 400 Algerian Dinars with effect from the date on which this notice is published. Offers of which five (05) copies should be prepared, must be sent in a closed double-sealed envelope by registered mail to the Secretariat de la Direction Approvisionnement (Secretariat, Supplies Division).

The outer envelope should not bear any mark that might identify the tenderer, or any heading, and should read "APPEL D'OFFRES NATIONAL ET INTERNATIONAL NUMERO: 9151.AY/DIV-CONFIDENTIEL A NE PAS OUVRIR" [NATIONAL AND INTERNATIONAL CALL FOR TENDERS NUMBER: 9151.AY/DIV-CONFIDENTIAL DO NOT OPEN].

Tenders must be received by 12 noon at the latest on Saturday 29 June 1985.

Selection will be made within 180 days of the closing date of this Call for Tenders.

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### Recherche

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## Contracts and Tenders

## IVORY COAST

Ministry of Public Works, Construction,  
Posts and Telecommunications  
National Office of Telecommunications  
Ivory Coast

### INTERNATIONAL INVITATION TO TENDER

No. 3290/84/ONT/DFB/FM/031

#### 1 - Objective

The National Office of Telecommunications (ONT) invites international tenders for the supply, installation and connection to the telephone network of an SPC digital local/transit exchange of 10,000 lines, extendable to 60,000 lines, in ABIDJAN and other optional exchanges or equipment as may be required by the ONT.

#### 2 - Finance

Finance for the project is assured jointly by the African Development Bank (ADB) and the Ivorian Government.

#### 3 - Tendering Conditions

The tender is open to manufacturers and suppliers of digital exchange systems in member countries of the ADB and whose equipment is produced in these countries. The digital exchanges offered must have been already proven in service.

#### 4 - Tender Document Collection

The tender documents will be available to be collected from the 20th May 1985 at the following address:

Services des Marchés  
Bureau des Appels d'Offres  
Avenue Émile Forêt 04-01  
Postel 2001  
ABIDJAN

on payment of F200,000 CFA by cheque or bank order, signed by the manufacturer or supplier, made payable to: "Office National des Télécommunications de Côte d'Ivoire".

#### 5 - Return of Tenders

The tenders must be delivered not later than 17.30 on the 20th August 1985 to:

Direction de l'Office National  
des Télécommunications  
Services des Marchés  
Bureau des Appels d'Offres  
Avenue Émile Forêt 04-01  
Postel 2001  
ABIDJAN

#### 6 - Enquiries

All enquiries during the preparation of tenders must be made in writing or by telex to the "Service des Marchés" for administrative information and to the "Département de la Production, Projet Plateau III, Postel 2001" concerning all other matters.

Director National Office  
of Telecommunications

Postel 2001

ABIDJAN

01 53 1838

COTE D'IVOIRE

TELEX: 23790 or 23758

## Art Galleries

ONEILL GALLERIES, 22 GUY STREET, SW1T 6JL, Tel: 01-839 4374. EXHIBITION OF MARINE, 1985, 1986, 1987, 24th May, Mon-Sat 10-5 pm.

RICHARDS GALLERY, 100, Tottenham Court Road, W1P 0LP, Tel: 01-477 0600. INGS, Daily 10-6, Sat 10-12.30.

THE SOLOMON GALLERY, 31A BRITTON LONDON SW1P 3JL. Tel: 01-477 0600. Recent Paintings. Until 31 May.

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## Nigel Andrews

## Colin Amery

**May 10-16**

## Andrew Clements

The Philharmonia delivered of its best for a conductor whose association with the orchestra has been almost as distinguished as Chopin's as distinguished as Klopner's; the Philharmonia's Chorus was in keen, resplendent voice and coped heroically with Beethoven's sometimes impossible demands. The solo quartet — Elizabeth Harwood, Alfred Hodgson (both ladies), and two placements for indisposed foreign singers), Siegfried Jerusalem and Robert Lloyd — were to a body quite splendid. It was, in short, an event of which the Doctor himself would surely have approved.

**Michael Coveney**

The ducal office has a glossy black table and a set of deco-ish chairs and Mariana turns up for the denouement in a Wimbledon white dress of indefinite period. Shelagh Keegan's design is thus a little vague, but the bare black brick floor with the play's title blasted in red Letraset stencil across the back wall looks well enough.

## Martin Hoyle

you love us," the group is unfailingly engaging and good-humoured. The music, whether pounding rock or rhythmically infectious Latin-American — or a yearning song about sexual electricity addressed to a lady plucked from the stalls and seated romantically on a dustbin—is fun, catchy and capable of sending you out moderately euphoric.

by the Swiss goldsmith Jérémie Pautze, and presented to the Empress in 1761. A gold and hardstone snuff box made in Dresden in 1775 by Christian Gottlieb Suhl, which contains a secret drawer, went for

## Clement Crisp

The final Locole, dating from 1979, the year before *Ducts*, is a more densely conceived and more complexly deployed in activities which are grouped in separate sequences of movement, tracking across the stage, establishing various spheres of activity. In their coloured costumes they seem like pieces in a kaleidoscope, moving in a form and re-form patterns and shapes of movement.

Identifying motifs — a group-ling, a pose, an extension of leg or arm — are not them; the dance has no immediate or apparent focus (a Cunningham trademark) yet Cunningham somehow establishes a centre in their behaviour, a force-field which contains and shapes the dance. It is a uniquely satisfying fashion in which the dancing is an exercise, and like the whole season, not to be missed.

Lauren Bacall is to return to

## Scarlatti tercentenary concert

The English Baroque Choir is giving a concert in St Margaret's Church, Westminster, on June 1 to mark the tercentenary of Domenico Scarlatti. The programme includes a performance of his *Stabat Mater*.

**The English Baroque Choir is**

eye of the camera lens." This is an accurate description, although a partial one. It is accurate because it suggests that the camera is a tool to record the times — an instrument that produces a mass art form, a democratic vision. Inevitably, the catalogue compares this show with the *Family of Man* — a stupendous

## Rodney Milnes

cent-seeming a piece of music as the introduction to the third act was granted a fearsome aura of foreboding. The contrast between Mr. Armstrong's purposeful dedication and the director's "cler-cler" prevarication could hardly have been more marked.

With such support, the soloists could only give of their best. Donald Maxwell's har-

## Exhibitions

define the importance of the romantic churches, the Cologne **Schmittgen museum** has organised an exhibition of roughly 600 religious works from 11th to 12th century. These are illuminated manuscripts and gold artifacts from museums and collections from all over the world. Ends Jun 9.

**Berlin.** Croppas Bay, **Stresemannstr. 118.** Berlin 61: Timed to coincide with this year's **Berlin Horizon 85**; the **Peking Palace museum** is coming to Europe for the first time, with an exhibition of roughly 120 works covering 3,500 years of Chinese history. The exhibition in Berlin includes land, sky works, painted

**Stuttgart, Staatsgalerie, Konrad-Adenauer Strasse 30-32: The German romanticist Caspar David Friedrich (1774-1840). Ends May 28.**

**ITALY**

**Burin: Palazzo Reale: Indian miniatures from the 17th to the 19th century entitled *Life At The Court of Rajasthan*. The paintings come mainly from the Victoria and Albert Museum and the Museo Rietveld in Zurich. Ends May 22.**

**Lecce, Palazzo dei Conservatori in Campidoglio. From Ozzano to Picasso: 42 Masterpieces from Soviet**

Schnee, Kolkman, and Adolff Loos. Josef Hoffman – in a dazzling display of Jugendstil creative genius. The attempt to integrate the artistic achievements of this era with philosophical developments (notably Wittgenstein but also Freud) and political transformations (the emergence of municipal socialism on the ruins of Baroque splendor) is ambitious and only partly successful. The complex tension between autocratic and censored reality on the one hand and the illusions or fantasies of individual artists on the other is hinted at but not fully explored. A high point of the show is a reconstruction of Hoffman's room at the

**NEW YORK**

**Metropolitan Museum:** 30 objects from the period between the 1851 Crystal Palace Exhibition to the 1900 World Fair in Paris demonstrate the show's theme of Revivals and Explorations in European decorative arts. Ends Sept. 5.

**Museum of Modern Art:** The first com-

**CHICAGO**

Baskett and Day, bought "Schoolgirls, Haverstock Hill" by Sir George Clausen for £43,900. This work marked a change of style for Clausen who had been associated with scenes of rural realism: it depicts smartly dressed young ladies of almost Tisot-like glamour, confronting the spectator with Hampstead in the background. It had been in an American collection and the price was close to the lower end of the forecast—probably because the canvas had been retained.

Christie's sales in Geneva continue. A gold snuff box engraved with views of St Petersburg and the Summer Palace and with a portrait of the Empress Elisabeth of Russia sold for £234,756. It had been made by the Swiss goldsmith Jérémie Pautze, and presented to the Empress in 1761. A gold and hardstone snuff box made in Dresden in 1775 by Christian Gottlieb Stuhl, which contains a secret drawer, went for



# FINANCIAL TIMES

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## Short v long term views

THE CHARGE that stock market investors, with their demand for quick gains, hamper industrial managers seeking to pursue long-term strategies has become very fashionable again in the U.S. in recent months—it is a hardy perennial in any case. The new breed of aggressive corporate raiders in Wall Street, deploying techniques of financing which enable small enterprises to threaten large ones, has naturally attracted the attention of those who are wary about their share price performance; but since this, in turn, depends on the views of existing shareholders—and increasingly, therefore, of fund managers—the attack has been turned on them.

### Inhibited

In the UK, it seems, fund managers perform better — or their trustees are less aware of their failings — for there has been no comparable development of index proxies, and the complaints of management are also more muted. Nevertheless, the same charge is made; any company which feels itself at all vulnerable to takeover is inhibited from following its inventive instincts. If these involve a long wait before the expected reward, development is charged to revenue and the market, it is claimed, puts no value on this investment in the future. Capitalising research expenditure, which is in a sense more logical, since new rather than current products have to bear their own development costs, has understandably got a bad name since the collapse of Rolls Royce more than a decade ago. Managers thus feel themselves forced to seek a quick pay-off. Critics of the City and Wall Street contrast this frenetic atmosphere with the much more measured pace found in Japan or Germany, where controlling interests are held by major industrial groups or banks, which can be kept fully informed of long-term projects and their progress, and tend to support them.

This attack has been developed much more aggressively in the American business press, where it has been seen in the UK in recent years — though there was quite a wave of attacks on the City some time ago, finally stilled when the Wilson report bored the critics into silence. The basic charges, however, are familiar, and get somewhat interest from the fact that the Governor of the Bank of England, no less, thought it right to address them in a speech yesterday.

The American attack is more

or less comprehensive. Not only short-term news, leading to outspoken complaints from corporate management, but they exhibit consistently poor judgement. The vast majority, for all their activity consistently underperform a completely passive strategy of buying all the constituents of a major market index and holding them. This second charge is believed by many of the trustees of pension and investment funds, so that the U.S. market has seen a rapid growth of index funds, which allow even small institutions to follow this passive strategy. If they wish to express their sense of market timing, they can deal in index futures and leave their portfolio undisturbed.

As the Governor argued, there is an element of huckstering in these charges. Some quite small companies do follow a long-term strategy, and some very large companies well out of reach of any probable attack, are too cautious and pile up cash. The City is sometimes only too glibly about high technology, and gives consistent ratings to industries such as pharmaceuticals with very high research costs; it dislikes declining laggards.

### Suspicion

When all this is said, however, the suspicion remains that investment decisions taken to optimise the numbers at quarterly review will not always be based on long-term assessments; and indeed this is bound to be so where investors generally lack the information on which long-term assessment could be based. In default of information, the market bases its forecasts on management track records, which have proved a reliable test for existing companies, but make life hard for new management and new companies.

The Governor's suggestion that companies should publish more about their research activities hardly looks like a solution to the problem in a world of commercial secrecy. It remains possible, at least, that financial structure does inhibit technical progress in Britain. The issue will become more important as the Government, through privatisation not only of enterprises but of pensions gives the market a still more dominant role. At present, it encourages long-term views, through tax incentives for example, and which might make more information available to declared locked-in holders, certainly seem worthy of study.

## Hard tack for Bob Hawke

MR ROBERT HAWKE'S Australian Government has made a good start on tackling the problem of federal budget deficits. Spending cuts of A\$1.3bn (about £730m) proposed for the financial year beginning in July measure up well against a federal deficit of A\$6.7bn during the current financial year. But until there is more clarity about the revenue side on firm judgment is possible about the budget prospects for 1985-86.

What it is possible to say is that Mr Hawke, who at one time appeared to defy the laws of political and economic gravity, is struggling like so many heads of government elsewhere. The mixture of a quick devaluation and a system of consensual wage restraint, with which the first Hawke administration (like its Swedish fellow-socialists) performed so dazzlingly, has run into deep trouble. A revival of interest in July measure up well against a federal deficit of A\$6.7bn during the current financial year. But until there is more clarity about the revenue side on firm judgment is possible about the budget prospects for 1985-86.

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In practice the Government can do little to avoid that happening. It must therefore seek to resist all the more strongly pressure building up for "productivity" increases intended to compensate workers for rises foregone during the wage freeze of 1983.

### Less healthy

Not so long ago there may have been a case for relying on a recovery of commodity prices to improve the trade balance. Now that the North American economy may be slowing, that prospect has become altogether more dubious. More hope may be placed in a volume increase of exports once natural gas comes on stream from the North West Shelf off the Australian coast.

The current external account looks a good deal less healthy than the merchandise trade balance, hounded as it is by growing debt service. Australia is considered a highly desirable borrower in world markets: there is no question of its being able to finance its current deficit.

But the fact remains that overseas debt has been growing by leaps and bounds from A\$8.2bn in mid-1979 to A\$50.8bn in mid-1984. During the same time the proportion of equity in that debt has declined from 81 per cent to 18 per cent. It is not a healthy trend.

If it continues, and especially if the voluntary wage policy should fall apart in the autumn, Australia's balance of payments shocks such as that which, in the four months up to last March, caused the trade weighted exchange rate to sag by about 15 per cent.

Mr Hawke might then be caught in a vicious circle of rising consumer prices, rising wages, lessened competitiveness and renewed devaluation. In that case politically dangerous tax increases might be his only way out. It need not happen. But the stakes are high.

THEY FORM one of the most discreet professional groups in the UK and, increasingly, one of the most powerful.

Many of their head offices in the City of London lack even a brass plate to announce their presence. Yet they are household names in international business.

And when some momentous legal battle captures a wider audience—as over Iran's U.S. hostages in 1980/81 or the search for a settlement between the airlines and Sir Freddie Laker—their names go up in lights.

They are the City solicitors—fewer than 70 partnerships in all—and the highest of them have swollen almost beyond recognition in the last decade and a half.

Recent months have seen the beginning to take stock of this remarkable growth—of problems and challenges which now confront them in a period of change unprecedented for a century or more.

One of the most dramatic and interesting periods ever, is how Sir Max Williams, senior partner of Clifford Turner and former president of the Law Society, describes it. There is no more striking evidence of the change than the initiative taken by firms like Linklaters & Paines, Herbert Smith and Simmons & Simmons since the beginning of the year to hire public relations firms. What they want from them is still unclear, at least to the PR men—but the big firms know that City solicitors are not what they used to be. And it concerns them that the wider public may not yet have grasped this.

The gist of the change is that they have ceased to be just solicitors practising in the City. They have become international law firms, built increasingly along the lines of their counterparts in the U.S.

"We are not solicitors—we are corporate advisers," says Mr Nicholas Wilson of Slaughter & May. In other words, far more divides these firms from the rest of the profession than simple differences of size. "The two solicitors' partnership in Perth, wherever," says Mr David Mullock, executive partner of Norton Rose, Botterell & Roche, "has less in common with a Bishopric firm than we have with a City merchant bank."

But distinctions, too, must be drawn even within the City profession. Crawford's Directory of City Connections lists 67 City firms. Only 10 of these really share characteristics of size, breadth and general reputation strong enough to constitute a readily identifiable group of international firms—and they are listed in the panel.

House conveyancing — so critical to the High Street firm — accounts for only a tiny part of their fees. Crime and matrimonial work do not feature at all. The clients filing solemnly in and out of their carpeted corridors or clustered around their huge conference tables beneath ubiquitous street maps of 18th century London are there on other matters entirely: they are banks, companies, accountants and government representatives who need the City lawyer's help at every turn of their affairs.

Individuals in the group have different reputations. Linklaters, Allen and Overy and Slaughter & May, for example, enjoy a formidable prestige in the eurobond mar-

## THE CITY OF LONDON



## The rise and rise of a new breed of lawyer

By Duncan Campbell-Smith

Herbert Smith has a widely respected — not to say, feared — litigation department. Freshfields has always taken the lion's share of the Bank of England's work. Lovell, White & King has a strong bias towards U.S. corporate clients, while Clifford Turner has the largest overseas presence and more tax work than most. And so on.

But all play a role of some kind in each key area of City life. Together, they account for 55 per cent of all the clients listed in Crawford's for 359 UK partnerships. And the same 10 must certainly bring in the greater part of the City's invisible overseas earnings attributable to solicitors, which amounted to £79m in 1983.

Competition for this business is intense. No current list of pre-eminent firms would have been appropriate ten years ago; most would agree, will today's 10 look quite the same just five years from now.

Elsewhere in the City are many, only slightly smaller firms with their own international reputations. Stephen Harwood, for example, which figured so prominently in the Iranian hostages crisis, is still renowned in international banking. Other groups of partnerships with a particular expertise have been a part of the City's history and remain conspicuous, most notably in shipping. Some firms, like Cameron Markby, have risen from this kind of specialised background to emerge as potentially leading firms of the future.

There must be hoping that the future opportunities for growth remain as exciting as those

seized by the 10 since 1970. Mergers and acquisitions, hostile or otherwise, have become a commonplace of corporate life. The world has become an incomparably more litigious place. The North Sea has spawned a whole legal industry of its own. Above all, the Euromarket's growth has seen London grow into an international financial centre to rival New York — and the City's lawyers have grown fat on a flood of banking business.

But the lawyers have gone one better than simply riding on the City's ascendancy. They have worked as a profession to make English law as commercially competitive as possible and have exploited the universality of English as the language of business to involve themselves in non-UK legal matters far beyond the confines of the City itself.

This has amounted in many respects to a frontal and strikingly successful challenge to the big U.S. law firms. The resulting growth, according to Mr Tony Mallinson, senior partner of Slaughter and May,

has been "very remarkable." In many areas of international finance for example, more and more English lawyers are seen to be offering a faster and cheaper service.

Perhaps this should not be surprising, given the relative complexity of many U.S. industries, say, as compared with English trust deeds, which do the same job. And a qualified lawyer joining a New York firm can expect to earn \$60,000 in his first year — against about £11,000 in the City.

Not that anyone, though, should fear for the personal remuneration of City lawyers. Salaries rise steadily to around £40,000 per annum when individuals are in their early 30s and jump impressively if they are then made partners in the firm. With annual fee turnover for each of the 10 now in the £15m-£20m bracket or more, a significant proportion of partners take home well over £100,000 — and a few, more prominent partners a good multiple of that.

It must also be said that the

lawyers share none of the panoply of perks enjoyed by the City's merchant bankers. Few would deny, either, that the lawyers work ferocious hours under the strain of more responsibility than perhaps is generally appreciated.

Indeed, the ever increasing strain on their colleagues' family lives concerns many senior partners. But they have other problems which, if no graver, are undoubtedly more pressing. At least four kinds of problems are paramount.

"The main change of recent years is the need for lawyers to work in teams," says Mr John Camma, senior partner of Cameron Markby. "Firms therefore just have to be bigger."

This has caused administrative headaches for most of the growing partnerships. There is a clear trend towards employing non-partner managing executives, like the "Director of Administration" appointed in 1983 by John Goble, senior partner of the Laker Airways settlement and the largest firm in the City.

Computerisation of the office is a key issue here. Several of the 10 firms have spent over £1m in the last two years and all expect to spend much more.

Second is the problem of the 10's place within the solicitors' profession. "The gulf between what we do and the rest of the profession is almost unbridgeable in many areas," says Mr John Goble, senior partner of Herbert Smith. This is placing an inevitable strain on relations between the 10 and the Law Society, the profession's governing body.

Novel competitive pressures are a third preoccupation, disrupting many traditionally cosy City relationships. More cost conscious corporate finance directors are increasingly shopping around for the sharpest price quotes — much as most senior partners deplore it. The quotes are often strikingly different — and a "beauty contest" by clients reviewing their long term relationships are a growing phenomenon.

Another critical aspect of the new competition is the rivalry to attract the best graduates each year as articulated clerks. The profession has won its battle to persuade first class graduates that the bar is no necessarily their natural legal habitat; but the high standards required — and the high numbers needed to sustain the enlarged partnership sizes — are ensuring that the rivalry between firms remains intense.

And fourth, the lawyers have a wary eye on the growing encroachment on their terrain of the huge international accountancy partnerships. A few dispute the seriousness of this threat. But it is happening, says Mr Hugh Espositi, senior partner of Freshfields. "I am more concerned than some others — look how the accountants have already cut a swathe through other professional areas."

There is some nervousness, too, about the danger that this might provoke the 10 into a possibly self-defeating advertising contest. New Law Society rules have relaxed the advertising ban on solicitors but the 10's senior partners would dearly like to ignore the change. "It's a slippery slope though," says Mr John Calvert of Simmons & Simmons. "Once someone starts down it, it can be a cascade, no doubt about it."

Despite all these problems, however, the City lawyers have every reason to remain optimistic for the future. For each of their problems, there is at least one major challenge.

In managing their partnerships, they have now to adjust to the huge influx since the mid-1970s of qualified women solicitors. Out of a total of 600 partners in the 10, only 27 are women, (women accounted for 45 per cent of all UK articulated clerks enrolled in 1984).

In competing for new business, the firms have new geographical areas to tackle — China — as well as new growth areas in the law, like intellectual property and labour law.

As for the accountants' legal departments or even the (still remote) prospect of a challenge from multi-disciplinary practices, the big law firms have every incentive to go on the offensive, perhaps chasing more of the tax work still heavily dominated by the accountants. "Big firms inevitably accumulate a lot of commercial knowledge and judgement," says Mr Simon MacLachlan of Clifford Turner. "There must be some way for us to use that beyond the confines of pure legal advice."

Which only leaves the question of regulation and the City firms' image within the legal profession and beyond. Much is likely to depend here on their own adjustment to the changes that have already occurred, as the firms have begun to acknowledge and plan for the publication of several glossy brochures.

"Not too damn glossy, I hope," says one distinguished senior partner. The old discretion will die hard.

## Men and Matters



"Of course in the old days you could silence critics by packing them off to the Lords"

of arduous discussions the previous day is anybody's guess. But such is the stuff of which history is made.

### Deutsche moves

Tradition triumphed after all at the supervisory board meeting of the Deutsche Bank. Wilfried Guth, aged 55, was elected chairman, and his predecessor, Hans L. Merkle, 72, made way for him gracefully, by all accounts.

There should have been no doubt about that. It is normal practice at the Deutsche that when the chairman of the managing board retires — as Guth has just done — he moves up to the top supervisory post. But Merkle, a long-time member of the supervisory board,

took over the chair last year when Franz Beierlich, Ulrich had to step down on health grounds.

And though it was implicit that Merkle would hold the job on an interim basis, that was neither formally stated nor wholly certain.

For Merkle (nicknamed "the Godfather") is a man of impeccable will, who headed the Robert Bosch electrical group for 21 years until last July. He is not used to being a "stopgap" in any respect.

During recent months, it became clear that Merkle was not only proving to be a firm chairman of the Deutsche board (which was to be expected) but was hugely enjoying himself.

Suppose he would not hudge, ran the thought. Would Guth, perhaps the best known German banker internationally, have to content himself with a mere place on the board?

In the event, there was no hitch. "Merkle is Merkle — but he has been on the board long enough to know the form," said one relieved Deutsche man.

### High life

The Architects' Journal is always lively reading, and I am entranced by its latest news of flights of fancy in the profession.

In Austin, Texas, claimed to be the fastest growing city in the U.S., they are building a special series of "user-friendly" mansions at \$500,000 apiece. The builders offer a Hammer Horror model with its own duncheon.

### No mileage

A consultant was given a contract by the chairman of a company the other day after being asked abruptly, "How old is the car you drive?"

"It's a 1976 model," admitted the consultant. "Splendid," said the chairman. "The last chap I interviewed for this job had just bought himself a new Bentley. I decided I was not going to help him run it."

Observer

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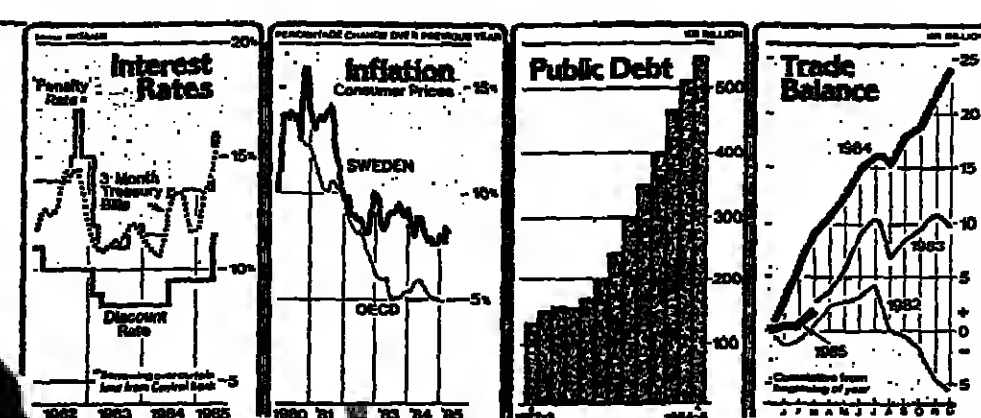
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## THE SWEDISH ECONOMY

## Suddenly, it all turns sour

By Kevin Done, Nordic Correspondent, in Stockholm



equities. But it appears to have taken a year too long for the union movement to come round to the Government's side.

Last year's wage round was a disaster. It turned into a free-for-all, the centralised bargaining system broke down, and with the Finance Minister in the Far East the public sector unions pushed through clauses in their agreements allowing them to come back and re-negotiate later if their private sector colleagues stole a march during the year.

With profits booming especially in the export companies last year, Sweden's notorious wage drift took hold and helped drive up the average industrial workers' wages by 10.9 per cent with wages in some sectors such as pulp and paper jumping by close to 14 per cent.

After months of laborious negotiations at Rosenbad, the Prime Minister's office, the Government did manage earlier this year to wring an agreement in principle out of the national union confederations and the employers on a 5 per cent wage round.

Despite such undertakings, high corporate profits and a shortage of skilled workers are expected to fuel wage drift again in the overheated parts of the labour market. At the same time Mr Feldt had to offer hostages to fortune in the shape of promises of real wage rises. Long before the wage round was in the bag he promised an income-tax rebate this summer.

To make matters worse, while the foot-soldiers of LO, the blue collar workers' trade union confederation, have backed the Government's policies, civil servants in the public sector have decided that enough is enough and have gone on strike to try to force the State to honour the terms of last year's wage deal. The Government and the central bank are now waiting anxiously to see if Monday's measures work, but many in the financial markets are sceptical and expect a long, unsettled summer. Mr Feldt has insisted time and again that the devaluation play cannot be repeated. Sweden would simply lose too much face abroad and the inflationary spiral would start again. If that is the case, then the country could be in for more bitter medicine.

## Aran's bid for Petrolex

## The City's bolt from the green

By Dominic Lawson

SOMEHOW, it just had to be Aran Energy that staged one of the most audacious corporate hijacks in the City of London's recent history.

The announcement on Tuesday morning that the Irish oil and gas exploration company had taken control of Petrolex, a UK oil company highly coveted for its 0.25 per cent stake in the Forties Field, was greeted with disbelief on the Stock Exchange. Had not Petrolex already agreed to be taken over by the carnivorous UK exploration company Saxon Oil? Yes. Was it not the closing day of Saxon's offer? Again, yes.

But hasty calls to the Takeover Panel confirmed that although something very peculiar had happened, Aran's coup was unstoppable. In fact, according to Mr Michael Whelan, the 52-year-old Dubliner who is chief executive of Aran, the Irish company made an initial informal approach in December last year. Then in January, Clyde Petrolex, a UK oil company, launched a £9m cash bid for Petrolex, which was raised a further £2m in April. That might have won the day, but later in the month Saxon, which itself had once fought off a bid from Clyde, got Petrolex's board to agree to a £13.8m "merger".

Last week Aran began to test out the major institutional shareholders in Petrolex. By Monday midnight Aran had teetered over the crucial 50 per cent mark, when Oxo, a Houston-based oil company with a 6.4 per cent stake in Petrolex, teleaxed its acceptance of a cash bid of 88p a share. About three hours earlier Saxon's advisers, Schroders, had offered the Americans 88p.

For Aran Energy which has spent the last 13 years as the intermittent object of some of the most frenzied investor speculation, the events of the past few days seem almost normal.

Formed in 1972, the company was into Irish oil exploration early, and as a result has stakes in 60 per cent of all Irish oil and gas licences awarded. Like its fellow Irish oil stock, Atlantic Resources, Aran's Irish pedigree has assured it very high equity stakes in some areas, seemingly out of all proportion to a tiny capital base—a recipe for levered speculation.

When British Petroleum struck 3,000 barrels a day of oil in the deep waters of the Porcupine basin off the west coast of Ireland in 1981, Aran's shares rocketed from 60p to 84p in months on the back of its 18 per cent stake in the well. Subsequent appraisal wells were dry, and the shares collapsed as quickly as they had risen. BP has just returned to investigate the area after an absence of some years so there is every chance of another Porcupine roller-coaster on the Irish stock exchange this summer.

A second Irish oil bubble blew up in 1983 when Gulf Oil hit 6,500 barrels a day of light crude from a block in the Celtic Sea, off Waterford. Michael Whelan argues that one reason for diversifying into the North Sea via Petrolex, and becoming "half British" is to break away from the disruptive boom and bust of the Irish oil sector.

The more cynical would argue that just as Mr Whelan knew when to enter the Irish oil scene, the shrewd ex-Shell Oil lawyer knows just when to get out. The oil industry has been drilling off Ireland since 1970 and has yet to prove a commercial oil field. Phillips, the U.S. oil company and a pioneer in the North Sea, has recently chosen to relinquish its interests in the Porcupine, even where it discovered oil in 1978.

The third Irish offshore licensing round's closing date has been extended twice and, last month, the Irish Government was forced to promise more favourable tax treatment of future marginal oil discoveries, to lure back the nomadic international oil industry. Mr Whelan denies the charge of leaving a sinking rig. "This theory is logical, but not true," he claims. Irishness indeed may yet be a very potent weapon—for having persuaded the Irish central bank that the buying of shares in UK companies is a good thing, Mr Whelan may well reason that if Aran's shares are boosted by some future Irish oil bubble, they would be potent as a means of buying shares in other UK oil companies.

Sweden's Social Democrats are facing a nightmare election year. Suddenly, the bandwagon that has rolled along impressively for 21 years, propelled by a dramatic 16 per cent devaluation in October 1982 and supported by the strong recovery in the international economy, is threatening to become stuck in the sand.

Four months away from a general election, the Government seems what at one time appeared its strongest card, its management of the Swedish economic recovery, shipping from its grasp, as it is feared, a dramatic 16 per cent devaluation in October 1982 and supported by the strong recovery in the international economy, is threatening to become stuck in the sand.

Only three weeks ago Mr Kjell-Olof Feldt, the Finance Minister, presented the Government's revised budget with the assurance that "Sweden is on the right path... The direction of economic policy since 1982 is yielding good results. The economic recovery has been more rapid than anyone dared predict."

Little mention was made of the sharp deterioration in the trade balance, the persistent outflow of capital and the devalued Swedish krona.

The strike by civil servants was still in being. For more than two years, Sweden has been swimming against the European economic tide, with unemployment rising, higher unemployment or cuts in social welfare as a price for restoring balance to the battered economy. This week reality appears finally to have caught up.

The outflow of capital which started last November had become a flood. Since the beginning of the year, Sweden's current account has worsened of which

a quarter left the country last week alone. The current account of the balance of payments, modestly in balance last year, plunged to a deficit of SKr 20bn in the first quarter. The value of exports in the first four months rose by only 4 per cent while imports soared by 19 per cent, sucked in by booming private consumption as well as strong industrial investment.

To make matters worse, the crisis of confidence in the Government's ability to manage the economy has coincided with public sector industrial dispute. The strike has paralysed civilian air traffic and the railway goods yards in southern Sweden are jammed with hundreds of wagons waiting to carry Swedish exports to the rest of the continent.

The Government tried to postpone the hour of reckoning with its slight set firmly on the election, but by Monday it could wait no longer. In a package of crisis measures monetary policy was tightened drastically with interest rates boosted to the highest level in Europe. The already restrictive controls on the volume of bank lending were further toughened.

At the same time Mr Feldt announced plans to double purchase tax on cars, to introduce stricter credit card and hire-purchase controls, and to siphon off yet more liquidity from the corporate sector to be placed in quarantine in low interest-bearing accounts at the central bank.

What has happened to turn the party so sour, just when the Social Democrats had been enjoying improved ratings in the opinion polls and appeared to be making up lost ground on the centre-right opposition parties? With growing confidence since regaining power in September 1982, the Social Democrats—rulers of Sweden for 47 of the last 55 years—have been asserting that they have found a new recipe for leading Sweden out of the depths of economic recession.

Open unemployment has been contained at around 3 per cent—albeit only with an array of labour market measures such as relief work and youth employment teams—and with growth again in the economy—GDP expanded by 2.5 per cent in 1983 and 3 per cent in 1984—the tax base has expanded, allowing the bloated budget deficit to be cut significantly as a share of GDP.

All along, however, one particular ghost has haunted the Swedish economy: the inability to control its costs is renewed.

The problem has been recognised well enough, but the doubts about the credibility of the Government's anti-inflation policies have grown ever more persistent as the gap between the Government's targets and reality widened. The conviction has grown in the financial markets that all the structural problems in the Swedish economy remain. The devaluation that was supposed to be a one-and-for-all measure to kick the economy onto a new path is, it is feared, turning out to be just as temporary a benefit as its predecessors. There is speculation that a repeat performance may not be too far away.

Sweden still has the biggest public sector in the Western world with the share of public expenditure rising to more than 60 per cent of gross national product, compared with the 30 to 40 per cent of most other industrial countries. As a result, the Government has built up a mountain of debt—at more than SKr 550bn it is approaching 70 per cent of GNP—interest payments are virtually the largest single item

in the state budget after the social services department, and the country carries the West's highest tax burden at around 50 per cent of GNP, compared with an average of some 37 per cent in the OECD. Two months ago Mr Bengt Dennis, governor of the central bank, said that, despite the short-term gains since 1982, the economic situation today was dramatically different from that a decade ago.

"We have a weak external balance and a big block of foreign debt. The deficit in the state budget is still very high. We have high liquidity in the whole economy, especially in the corporate sector. The financial imbalances did not exist 10 years ago—today they make the whole national economy unstable."

His conclusion was that Sweden had lost its room for economic manoeuvre. Ambitiously, Mr Feldt set a target for inflation last year of 4 per cent by the end of the year. In fact, inflation was still running at twice this level. By the end of 1985 inflation is supposed to be down at 3 per cent. With this week's measures—chiefly the increase in the discount rate—inflation has already pushed through that ceiling in less than five months. In March the inflation rate was still running at more than 8 per cent compared with the same month a year ago.

Various carrots were offered to gain union support for moderate wage rises, among the most controversial being wage-earners' funds, a system for siphoning off company profits into trade union-controlled funds for investing in Swedish

## Anglo-French collaboration

From the National Organiser, Aerospace, Technical, Administrative and Supervisory Section, Association of Engineering Workers

Sir—On May 17, 1985, the memorandum of understanding which led to the design, development and manufacture of the Jaguar military aircraft was signed by both France and the UK. Jaguar is still in production and is but one example of successful Anglo-French collaboration.

Twenty years on, the French and the British again, together with other European nations, are discussing the collaborative production of a European fighter aircraft (EFA). Agreement is being made in a sea of problems so what has gone wrong? Defence Ministers meeting this week from the proposed collaborating nations appear far from agreement.

This is primarily due to problems over the work-share arrangements where the French want a bigger share than anyone else. The key problem is therefore one of domination versus collaboration.

Time is running out for the UK industry. With or without the French, progress must be made soon otherwise massive industrial problems affecting thousands of jobs will descend on Britain's military aerospace sector.

Britain must explore arrangements with the other European nations prepared to collaborate in the event the French cannot be persuaded.

While we in Europe squabble, our U.S. cousins wait in the wings, poised to take the advantage. The experience of 20 years ago might serve as a reminder to those in negotiations that collaboration can be achieved where there is a will. D. Darke.

Osney Hall, Little Green, Richmond, Surrey

## European football

From Mr D. Toft

Sir—Your Stockholm correspondent (May 14) gives a graphic description of Sweden's economic crisis. After outlining the measures taken by the Socialists, Government, to deal with this, he quotes an influential bank economist as saying that the measures will be futile in trying to change inflationary expectations because the lack of confidence in the Government is to do with vast costs and price increases, too high taxes and too large budget deficits. The self-appointed Centre Forward of the May 14

## Letters to the Editor

should note this before he scores an "own goal". D. M. Toft, 22, West Side, SW19.

## Useful wages council

From the General Secretary, National Union of Tailors and Garment Workers, and the Director, British Clothing Industry Association

Sir—Samuel Brittan (May 13) takes an oversimplistic view of the current debate on wages councils. In the clothing industry statutory enforcement of minimum terms and conditions have served both sides of the industry very well since their inception and we are committed to their retention. They have provided the bedrock on which a stable and widely supported national collective bargaining machinery has been built.

Mr Brittan also refers to the findings of the D of E research paper entitled "Wage floors in the clothing industry 1980-81." Interestingly no representatives from either side of our industry have been consulted or involved with this report in any way and it would be very difficult to find anyone in our industry who would give any credence to the view that job losses in the clothing industry have resulted from the level of rates of pay fixed by the wages council. It is well known that the vast majority of job losses have been caused by cheap imports and the effects of the recession.

If there is a case for reform of the system let us hope that the debate on the future of wages councils can be conducted with more reference to facts and the industrial relations needs of individual industries rather than economic theory. Alec Smith, John Wilson, c/o 64, Upper St Martin's Lane, WC2.

## Employment and pay

From Mr F. Wilkinson

Sir—As one of the authors of the Department of Applied Economics, Cambridge report on wages councils referred to by Samuel Brittan (May 13), I find it extraordinary that he should claim that the businessmen who helped with the survey deliberately misled us on the question of the relationship between pay and employ-

ment. The only evidence for this conspiracy theory seems to be that their views conflict with his.

The reality is that a large majority of businessmen and others who interviewed or whose evidence I have seen and who have practical experience of the working of wages councils believe that they serve a useful economic and social purpose. I do not find it surprising that their opinions are diametrically opposed to those of the theorists of the new supply side economics and its vulgarisers; after all the appalling state of the British economy suggests that the latter have got many things wrong. Frank Wilkinson, Department of Applied Economics, University of Cambridge, Sidgwick Avenue, Cambridge.

## Claims against surveyors

From Mr M. Illingworth

Sir—It is not unreasonable to assume that most readers are property owners, and that during the process of acquiring that property they had it surveyed by a member of the Royal Institute of Chartered Surveyors. Hopefully not too many readers have had reason to claim against their surveyors for problems arising following the acquisition of the property. If they have, and if their surveyor's professional indemnity policy was that of the Institute, they will probably have encountered the following situation.

Once the amount of the claim for damages has been agreed they will have been requested to sign a form of discharge (the Institute's standard format) which would appear to be anomalous for this day and age. It removes from the client the right to make any further claim relating to the survey, a service for which a payment has been made, and which is effectively a guarantee within the parameters defined in the survey report.

The consequences of claims on other guarantees being similarly scuttled I leave to readers' imagination.

It is self-defeating. As a result of this format most claimants will feel obliged to instigate a fresh survey of their property to ensure that they are not left unprotected. The cost of this second survey is then added to the amount of the claim against the original surveyor, thereby

increasing the cost to the institute's insurance underwriters. The second survey may create further claims and at the end of the day the client is left with a bill for a service which, once again, is not what was expected.

I suggest therefore that the Royal Institute of Chartered Surveyors should examine this format and its objective, especially at a time when the service provided by all the professions to their clients is coming under criticism. The current situation can only be damaging to the reputation of the Institute and more important (I hope) damaging to the relationship of members of the Institute with their fee-paying clients, especially those who over a period of time have built up a good working rapport. Mr D. E. Illingworth, 36, Ormiston Grove, W.12.

## Falkland Islands sovereignty

From Mr F. Jones

Sir—Britain and Argentina have been squabbling over Falkland Islands sovereignty since 1832. It is not most bewildering that this century, neither country have even seen fit to use the established international machinery for resolving that dispute.

Whatever politicians may say in public in London or Buenos Aires, they know that the words of the Foreign Affairs Committee (Fifth Report, volume 1, Falkland Islands) are true: "The historical and legal evidence demonstrates such areas of uncertainty that we are unable to reach a categorical conclusion on the legal validity of the historical claims to the Falkland Islands."

I have close family and work connections in Britain, Argentina and the Falkland Islands and deplore the invasion of the Falklands by Argentina and the subsequent sinking of the *Belgrano* in circumstances still far from clear, but there the view of Borges that "it was like two bald-headed men fighting over a comb."

The Falkland Islands used to be self-supporting. Now, once again, some kind of accommodation with Argentina is not only inevitable, in view of the cost of Fortresses Falklands to the UK, but also desirable if the Falklands are to have any prospect of long-term economic prosperity and political stability. Anglo-Argentine trade would benefit and democracy, too. The happy solution of the problems of the Beagle Channel and of Hong Kong by good will and common sense are a good omen.

Frederick Jones, Four Winds, Ipswich Road, Roughton, Bury St Edmunds, Suffolk.

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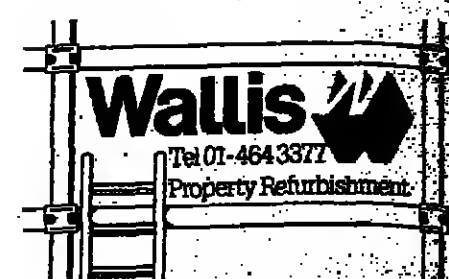
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# FINANCIAL TIMES

Thursday May 16 1985



## Peking brings all foreign companies into tax net

By Robert Thomson in Peking

THE CHINESE Government has announced tax legislation designed to ensure that all foreign companies operating in China are subject to industrial and commercial consolidated tax.

The consolidated tax will be charged at a rate of 5 per cent from June 1, and the Government has also imposed an enterprise income tax of 15 per cent, payable from January 1 this year, according to the China Daily newspaper.

A diplomatic finance officer believes the legislation has been introduced to tax China-based foreign consultants and the agent offices of overseas companies, some of which are not covered by existing tax legislation.

Under the new regulations, taxable items include commissions, rebates and other fees received for conducting surveys, providing business information, or performing liaison work for clients in China.

Foreign companies with offices in several parts of the country will be liable for tax on each of the offices, and each office will have to pay the tax to local tax departments.

The new legislation - which has the cumbersome title Provisional Regulations on Levying Industrial and Commercial Consolidated Tax on the China-based Foreign Enterprise Offices - will not affect representative offices not receiving fees for services.

According to China Daily, "Those offices acting solely for their head offices and not receiving payment from clients for their services and those appointed by enterprises in China to engage in business mainly outside China will be exempt."

The regulations also require consultancy and agent offices to register with the Government before beginning trading, and requires those already trading but not registered to register.

The director of the Foreign Ministry's tax bureau, Jin Xin, said the legislation is in accordance with the tax treaties the Chinese Government has concluded with other governments.

He said that all offices falling within the regulations will pay on taxable items whether the payments are made in China or elsewhere.

In drafting the legislation, Jin said, the Ministry has balanced the "national interest" and the interests of foreign enterprise offices.

"Such an attitude will play an active role in facilitating the implementation of our open policy, absorbing foreign funds, imports of advanced technology and acceleration of our modernisation drive," he said.

Biotechnology deals with E. Europe, Page 6

## Brazil likely to seek new overseas loans

Continued from Page 1

cent annual averages of \$1.2bn to \$1.3bn.

Brazilian and World Bank officials are currently involved in an intensive series of meetings in Washington and Brasilia to try to boost as much as possible the gross value of Brazil loan projects before the end of June, the closing date for the World Bank's fiscal year.

By the end of April, the total package agreed had reached less than \$400m according to Brazilian officials, leaving a considerable amount of ground to be made up.

Among reasons for the slow progress in putting together the World Bank's usual package of Brazilian loans are the acute shortage of local counterpart funds for projects and delays resulting from the change of government in March.

Difficulties have also arisen over conditions the World Bank is applying to certain major loans.

## Nissan may buy more car parts from Europe

BY CARLA RAPOPORT IN TOKYO

NISSAN may sharply increase purchases of European motor components for its Japanese operations as part of a plan to maximise its buying power for parts to be used by its planned UK car plant.

Mr Kaichi Kaneko, a Nissan executive vice-president with responsibility for the Tyne and Wear plant which is to open next year, said in Tokyo yesterday that initial British output would be too small to ensure the lowest possible prices for components bought in Britain and continental Europe.

To overcome the problem, the company is considering increasing its orders from European manufacturers and sending the excess to its Japan factories.

Nissan plans to produce 24,000 small cars a year at its UK plant. Mr Kaneko said the venture would not be profitable if orders for components were restricted to cover only the initial production.

Nissan declined to be specific about the size of its likely orders for components in Europe. Mr Kaneko said, however, that labour costs in the UK ensured that the scheme would still be viable, even allowing for the cost of shipping the excess components to Japan.

He said the special Nissan car carrying vessel generally returns empty to Japan. This vessel would most likely carry the components. Nissan said it was considering importing engines and advanced transmissions into Japan.

Representatives of Nissan's assembly operation in the UK stressed last night that no firm decision on such a course had been made, and said they could not comment on what type of components could qualify for shipment to Japan.

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Representatives of Nissan's assembly operation in the UK stressed last night that no firm decision on such a course had been made, and said they could not comment on what type of components could qualify for shipment to Japan.

The Tokyo proposal caused some puzzlement in UK motor industry circles, as initial output from the Washington plant had been viewed as merely assembly from Japanese components. Formal commitments to a minimum level of European content do not become effective until phase two of the Washington project, which envisages a production increase to at least 100,000 a year, when Nissan must aim for 80 per cent local content.

The £15m contract Nissan's subsidiary have placed so far have been for plant and equipment, some £10.5m worth of which have been placed in the UK.

Some trial orders have been placed with parts suppliers to see if domestic substitutions can be made on some minor components such as plastic mouldings. But these have not so far led to any agreements.

## BTR gives go-ahead for buyout of Dunlop U.S. unit

By Charles Batchelor in London

BTR, the British industrial conglomerate which won control of Dunlop, the tyre and rubber products group, in March, is to sell Dunlop's U.S. tyre business to its U.S. management and a group of financial backers in a deal worth £140m (\$170m).

Dunlop, while still an independent company, was poised to push through the same deal as part of its streamlining programme. But three days after details of the planned sale first emerged BTR more than doubled the value of its bid to £101m and obtained the backing of Dunlop's management to the takeover.

Sir Owen Green, BTR's chairman and chief executive, said there were three main reasons for going ahead with the sale.

Halting the deal would have damaged the U.S. management's morale; heavy investments will be needed at Dunlop Tire Corporation for several years; Dunlop Tire would have been isolated as the company's only major tyre-making business worldwide.

Dunlop Tire's management, headed by Mr Randall Clark, its chief executive, together with an investment group led by First Boston Inc, will pay \$118m for the company and pay off about \$60m worth of loans. The management will take nearly 10 per cent of the equity. Dunlop Tire had earnings of \$17.5m in the year ended December 1984 and had net assets worth \$84m at that date.

Sir Owen told several hundred BTR shareholders at the company's annual meeting yesterday that most of BTR's manufacturing companies had improved their performance in the early months of 1985. The distribution businesses were also improving after a "less exciting" first quarter.

Sir Michael Edwards, the former Dunlop chairman who headed the fight against the BTR bid, will receive significantly less than the £300,000 figure implied by his management contract, Sir Owen said. Sir Michael still had 2% of the \$156,000-a-year contract to run when the takeover went through.

Sir Owen, who reached the 60-year retirement age for BTR executives on Tuesday, said he would be staying on "another year or so." He added: "We have got several candidates for my successor. I don't see any problem. If the board wanted I would be willing to stay on as chairman until I am 65."

## Olivetti buys 49% of Munich computer chain

Continued from Page 1

49 per cent of Start Computer has been effected through a capital increase in the Munich-based company. Although Start at present has only two shops in Munich, Olivetti said last night that it plans to invest a further DM 12m over the next three years to develop a West German retail chain of about 50 shops.

In the U.S., Olivetti owns 48 per cent of Microgate, the third largest U.S. microcomputer retail network, which has around 200 outlets. Docutel, the Texas-based bank automation and office equipment distributor, of which Olivetti owns 48 per cent, yesterday reported a first-quarter loss of just under \$10m on sales of \$24.8m.

The first quarter deficit at Docutel comes after two years of spiralling losses. Last year Docutel lost \$14.8m on \$163.9m of sales. This was a serious worsening of the 1983 performance when Docutel lost \$18.3m on sales of \$221.8m.

Olivetti announced recently that it intended to seek full control of Docutel through an offer to shareholders worth \$20.2m. In an interview last week Sig Vittorio Cassoni, vice-president for group marketing, acknowledged that the 1982 merger of Olivetti's U.S. subsidiary and Docutel had been unsuccessful. "We took a company (Docutel) which was mono-market and mono-product and we changed it to multi-product. We put everything in Docutel's hands," he said.

Sig Cassoni said there had been problems of management at Docutel. "The people were not the right people." He also said that Docutel was not well suited to distribution: "They had no experience in handling dealers."

Olivetti now regards Docutel as a smaller part of its U.S. interests, given its focus on the important 1983 global alliance with American Telephone and Telegraph.

## EEC steel industry curbs may be extended beyond year-end

BY PAUL CHEESERIGHT IN BRUSSELS

THE EUROPEAN Community's patchwork of controls over the steel industry, put in place to aid restructuring, could be extended after the formal expiry at the end of this year.

For the first time yesterday, the possibility of a transitional period, out of the system of controls and in to the free market, was put forward by Herr Karl-Heinz Narjes, the Commissioner for industry.

His remarks signalled the start of lengthy negotiations among the Ten and between the Ten and the Commission that should reach a climax in the late autumn.

Although numerous political declarations have been made to the effect that the control system finishes at the end of the year, no prepara-

tions have been made to dismantle production quotas and price controls. Industry ministers have not discussed the issue and formal proposals are awaited from the Commission.

"One conceivable parameter is to decide whether the prerequisites of Article 58 are applicable," Herr Narjes said.

This was a reference to Article 58 of the European Coal and Steel Community Treaty, which allows for the imposition of production quotas if "the Community is confronted with a period of manifest crisis." This article is the basis of the existing quota system.

But Herr Narjes said that there could be no further subsidies for

the steel industry in any transitional period. Like the market controls, all subsidisation of the industry should finish by the end of the year.

His comments, which came as a surprise against the repeated assertions of a return to the free market at the end of the year, will not be welcomed in Bonn, although the West German industry gains benefits from quotas, but could meet approval in Paris and Rome.

Steel users have been pushing for at least the abolition of quotas on galvanised and other coated sheet by the end of this year and the abolition of all other quotas by the end of 1986. They want also an undertaking that there will be no further attempt to push up Community minimum prices.

## Bid to aid information sector

BY OUR BRUSSELS CORRESPONDENT

THE EUROPEAN Commission yesterday moved to strengthen the band of European information technology and telecommunications companies by offering the Ten new proposals for standards in information technology and for mutual recognition of type approval of telecommunications terminals.

Larger companies, said Herr Karl-Heinz Narjes, the Commissioner for industry, in a clear reference to IBM, "already set the pace by imposing de facto standards. To avoid that we need an early agreement on standards to implement."

The Commission's action in this sector is part of a broader policy among the Ten to induce greater co-operation among high-technology companies and to unite the market by making equipment compatible from one country to another.

This movement in the high-technology field is running parallel with the broader agreement to simplify standards-making procedures agreed by trade ministers last week.

Herr Narjes noted that the normal practice of setting standards had been to harmonise existing practice. But this is impossible in

information technology, he said. Engineers need to know the specifications for particular functions so that they can avoid development of machines and systems which do not work together.

Implementing the new standards would be carried out in conjunction with CEN and Cenelec, the two Community standards institutions, and with the European Conference of Posts and Telecommunications Administrations.

In the Commission's view this will ensure that Community work in this field chimes in with other international work.

## St Regis management to buy company for £30m

BY TONY JACKSON IN LONDON

ST REGIS International, the UK paper and packaging company, is to be bought by its management from U.S. parent Champion International in a deal worth an estimated £30m (\$37.5m). The buyout is one of the biggest so far organised in the UK.

The venture is headed by Mr Harold Hazell, St Regis' chairman, and three of his fellow-directors. The buyout will be financed entirely by equity, with the majority of the shares being placed with pension funds, insurance companies and other financial institutions. A stock exchange listing is to be sought within the next two years.

Champion International acquired St Regis of the U.S. for \$1.8bn late last year. The sale of the UK business is part of a programme of disposals whereby Champion aims to reduce the debt arising from the acquisition.

St Regis is the UK's sixth largest paper company, built up by St Regis of the U.S. in a series of acquisitions since 1971. Profits before tax

last year were £5.5m on sales of £141m, and net assets are worth £39m. No price for the buyout has been disclosed, but outside estimates put the figure at slightly over £30m.

Half of St Regis' sales consist of paper for corrugated case manufacture. It is the UK's biggest producer of paper for this market, and has five mills of which the raw material is 80 per cent recycled waste. The remainder of sales consist of corrugated case manufacture at a further seven factories.

The buyout is being handled by Manchester Exchange Trust and stockbrokers L. Messel. Mr Hazell and his fellow-directors will own only a minority of the equity. However, their stake can be increased according to a formula based on profits in 1986.

The stock exchange flotation will therefore not take place until 1987 at the earliest, though the company's advisers stressed that it is intended to provide a market for the shares at the earliest opportunity.

## Pressure on Fed

Continued from Page 1

term rates fell further. By lunchtime, the three month T-Bill rates were 24 basis points lower at 7.33 per cent, spurring a continuation of the recent sharp rally in the U.S. bond markets.

One Washington economist said the odds were "high for a discount rate cut in the next 10 days due to a combination of weak economic data and the Senate action to cut the deficit."

The Fed's index of industrial production sank 0.2 per cent in April after rising 0.3 per cent in March. Taken with April's weak employment data, released earlier, and the evidence that retail sales in April

recovered only modestly, the industrial production figures suggest that economic growth in the second quarter has got off to a sluggish start.

The mounting problems facing U.S. industry, as the economy slows and import penetration increases are graphically underlined by yesterday's report. Declines showed in all branches of the industrial sector, with the exception of defence and space-related production which has been rising strongly. Consumer goods, materials, business equipment and intermediate products production have all been stagnating for several months.

## THE LEX COLUMN

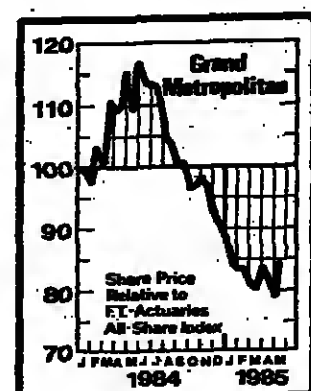
# Straitened state of the Union

When Commercial Union's share price rose 6p to 232p yesterday it was presumably because first-quarter attributable losses, at £21.1m, were only 10 times those of the same period last year. Though the figures could have been worse, it is puzzling why the market seems to be treating CU as a recovery stock on the same lines as Royal Insurance or General Accident.

There must still be some shareholders holding on for a bid, though anyone who might be interested in CU has managed to keep very quiet about it. But it is hard to be all that optimistic about CU's business as such. While Royal and GA saw substantial underlying rises in their non-life premium incomes in the first quarter - due to a firming of premium rates rather than increased volume - CU's fell by over 12 per cent in dollar terms. This means that its expense ratio will almost certainly continue to increase and so will claims as a percentage of premium volume. Moreover, if CU has further reserving problems, they will have a disproportionate impact on its shrinking premium base.

All this suggests that the next couple of quarters, at least, will be sticky. As a response to this, perhaps, CU has moved £100m out of equities and into fixed-income stocks - ensuring a higher yield, but fewer opportunities for long-term capital gain - and has pulled a \$50m surplus out of its U.S. pension fund to bolster the reserves for its American underwriting.

But over the longer term, even if the underwriting cycle does take a turn for the better, CU's contraction means that it will not stand to benefit nearly as much as its competitors. In the U.S., it will be a medium-sized company rather than a large one, competing with others who probably have lower expense ratios. And unless it is prepared to watch its solvency ratio fall further, it will not have the capital to expand again. The best solution for its shareholders might be for it to find a painless way to wash its hands of America entirely. Otherwise, they could end up facing a rights issue.



prospect of a 1986 recovery in the performance of Host and the other UK consumer services after a heavy expenditure. Whether GrandMet's theme pubs really can dig in and are more than a transient fad this summer will show.

With some £450m in dollar debt converting at unchanged rates from the balance sheet date, GrandMet's borrowings have increased despite the sale of the Express Northern business. Net equity gearing should close the year at under 50 per cent, but this is quite a high level for a group of GrandMet's ambitions and cigarette subsidiaries.

## Ultramar

After the rather accident-prone impression Ultramar gave for much of last year, one good quarter is not necessarily going to propel its shares into the height of fashion, particularly when the underlying oil market is in such an obviously shaky state. But it does seem as if the operating figures are moving Ultramar's way at present, and the shares moved up 12p yesterday. At 242p they are nonetheless valued at a bit less than five times likely 1985 earnings.

Net profit in the first three months of 1985 reached £48m, more than two-fifths higher than a year ago, helped by a larger number of LNG cargoes shipped from Indonesia, and by Ultramar's improvable achievement of turning round its shipping result. Quite apart from a translation gain on peseta ship-loans, the fleet was fully employed and making a contribution even after interest. If the threat of disorder in the Canadian downstream market can never be put entirely out of mind, Ultramar has, nonetheless, turned a profit there in the first quarter, and has some hope of doing well out of the impending deregulation.

With lower capital spending - after the major outlays of the past few years - and higher operating cash flow, the balance sheet is de-gearing itself nicely, no doubt giving Ultramar the scope to make more investments. Its success in picking up unquoted U.S. exploration and production in the Easter deal last year was rather underappreciated in the market, but may give a better clue to Ultramar's preferred options than this week's auction of Petrolex.

## GrandMet

Adverse commentaries from the front line of the U.S. unbranded cigarette war have not, traditionally, been bull points for the GrandMet share price. Indeed, the news last year that GrandMet had at last

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# SECTION II - COMPANIES & CAPITAL MARKETS

## FINANCIAL TIMES

Thursday May 16 1985

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### Daimler Benz clears last hurdle in battle for Dornier

By Peter Bruce in Bonn

DAIMLER Benz, the Stuttgart-based motor vehicle manufacturer, yesterday overcame the last obstacle to its bid to buy control of the Dornier Aerospace group.

Daimler said it had reached agreement with Herr Claus Dornier, who had opposed the takeover, claiming it would remove Dornier from family control and run counter to his father's (the group's founder, Claude Dornier) will. Herr Dornier had also claimed a deal struck between Daimler and other members of the family last month was invalid because he had first right of refusal to any shares sold by the family.

Yesterday, however, Daimler said Herr Dornier had agreed to maintain his holding at 20 per cent and had been promised an effective "blocking minority" in Dornier despite the fact that this usually requires a minimum stake of more than 25 per cent.

The "blocking minority" within the new Daimler subsidiary will at least allow Herr Dornier, 72, to claim that a real family interest in Dornier still exists.

### French bank denies heavy loss exposure

By David Marsh in Paris

CREDIT LYONNAIS, the second largest French nationalised bank, moved yesterday to play down suggestions that it faced continuing losses from its stake in the private bank group Banque Privée de Gestion Financière (BPGF).

BPGF has suffered large losses from exposure to risky property deals in previous years. It was recapitalised in 1983 with the state-owned investment bank Paribas taking over from Crédit Lyonnais as its leading shareholder with a 20 per cent stake.

A report in the satirical weekly *Le Canard Enchaîné* this week said that Crédit Lyonnais was being

### Texttron puts unit up for sale

By Terry Dodsworth in New York

TEXTTRON, the U.S. conglomerate, is aiming to sell Bridgeport Machines, its machine tool subsidiary, as part of the divestment programme initiated after its \$1.58bn acquisition of the Avco aerospace

### Technip in FFr 2bn call for fresh aid

By David Housego in Paris

TECHNIP, France's leading project engineering group, has announced that it needs a fresh capital injection of FFr 2bn (\$213m) to cover losses last year and to put the group back on a sound financial footing.

The announcement was made after a board meeting to review the group's results last year. Technip declined yesterday, however, to reveal the scale of its losses in 1984 or the size of its outstanding debt.

The enormity of the fresh funds it is seeking confirms reports, however, that Technip's financial situation is far worse than was being disclosed at the beginning of the year. Government officials then anticipated operating losses of about FFr 250m after consolidated losses of FFr 220m in 1983.

A capital increase to have been subscribed by the group's main shareholders and planned for last month was postponed. At the same time an audit carried out by Arthur Andersen, the U.S. accountants, appears to have disclosed heavier losses than had been anticipated.

The losses are mainly due to provisions on export contracts in the Middle East and with developing countries, as well as losses incurred by its Creusot-Loire Enterprises civil engineering subsidiary.

In an effort to stem fears abroad amongst potential clients, the Government gave informal assurances in January that the financial future of the company would be safeguarded.

### Paribas seeks FFr 960m

By Our Paris Staff

COMPAGNIE Financière de Paribas, the French state-owned financial group, is raising a FFr 960m (\$102m) bond issue, repayable in non-voting preference shares or certificates of investment, as a further means of strengthening its capital resources.

The issue, the latest in a series of innovative financing instruments to be employed on the domestic capital market, will run for 5½ years with an interest rate of 11 per cent.

Repayment will be made on maturity at the rate of 10 CIs for each bond, along with a warrant giving the right to subscribe to a further CI. The CIs will be issued by the group's banking arm, Banque Paribas.

No price has been put on the sale, but the company said Bridgeport had revenues last year of \$180m. Combined annual turnover of Texttron and Avco is \$6.1bn.

### MARYLAND CRISIS EXPOSES VULNERABILITY OF PRIVATELY INSURED THRIFTS

## America fights to save its saving banks

By William Hall and Paul Taylor in New York

FOR the second time in less than two months, there has been a massive run on the deposits of some of America's smaller savings banks and the authorities have been forced to take draconian steps to try and calm the nervous of thousands of anxious depositors.

On Tuesday, Mr Harry Hughes, Governor of Maryland, who had cut short a visit to the Middle East, used his emergency powers to limit individual withdrawals from more than 100 privately insured savings banks in the state to \$1,000 a month. Governor Hughes said the action was necessary to "prevent the bank falling in."

Maryland's banking crisis has been brewing for some time. The state has 57 federally insured savings banks with assets of \$11.2bn and another 102 privately insured savings banks with assets of \$8.9bn. Maryland's lax banking laws have enabled its privately insured savings banks to more than double in size since 1982. A reputation for paying above the odds for their funds to finance this heady growth rate has long made some observers nervous.

No one specific event in Maryland appears to have triggered the crisis unlike Ohio, where heavy losses at Home State Savings resulting from the collapse of a small Florida bond dealer, ESM Government Securities, threatened to exhaust the local insurance fund. This forced Ohio's governor to declare an extended bank holiday in March and led to a widespread restructuring of the local savings bank industry.

In Maryland, the problems have been developing for weeks. According to state officials, depositors have withdrawn \$630m from privately insured savings banks over two months. About \$116m was withdrawn in the first two days of this week alone as the crisis of confidence spread from a couple of Baltimore banks to envelope the whole state.

The common thread between the run on the savings banks in the two states is their reliance on private insurance funds outside the federal safety net, which guarantees individual deposits up to \$100,000. The inability of these private in-

urance funds to maintain depositor confidence appears to have sounded their death knell.

Mr William Isaac, the chairman of the Federal Deposit Insurance Corporation (FDIC) said last month that "there is no excuse" for retaining state systems of deposit insurance. Even before the latest problems, federal regulators were processing a growing number of requests for federal deposit insurance. These requests have now turned into a torrent as thrifts in Massachusetts and North Carolina, which also rely heavily on private insurance schemes, have sought federal protection.

In Massachusetts 85 savings banks with \$12bn in deposits are covered by a private insurance fund with about \$400m in assets. Another 100 co-operative banks with deposits of \$4.8bn are backed by a second private insurance fund with about \$50 in reserves.

Several other New York savings banks face serious financial difficulties, which are beginning to scare away much-needed depositors. These institutions can be

nursed along with the minimum of capital but cannot survive for long if depositors start to withdraw their funds.

Commercial bankers believe one explanation behind their own institutions' recent strong deposit growth has been some switching of savings away from the more high-risk thrifts.

Such a switch will seriously exacerbate the problems of the federal bank regulators since it means they will be forced to provide extra liquidity to replace the lost deposits.

The conventional wisdom in the U.S. savings bank industry is that the sector will muddle through with the help of lower interest rates, which make the funding of their fixed-rate mortgage commitments less painful. However, some industry leaders dispute this.

Mr Tony Frank, a former chairman of the Federal Home Loan Bank Board of San Francisco and chairman of First Nationwide, believes that the industry's problems will not be solved without substantial government assistance: "We have been sweeping bad news un-

der the rug for so long... you cannot bring non-viable institutions back to life, whatever the interest rate scenario."

The twin shocks of Ohio and Maryland may be the catalyst which forces Congress and federal regulators to a similar conclusion. Aside from sweeping away private insurance schemes in the thrift industry, the latest crisis is already resulting in calls for greater supervision of the industry and reimposed restrictions on its lending activities. This would reverse the recent sweeping deregulation which has allowed them to enter new businesses.

Earlier this month, Mr Paul Volcker, chairman of the U.S. Federal Reserve Board, called on Congress to reimpose strict limitations on the powers of thrifts which would return the industry to its traditional role as a provider of residential mortgages and little else. Such a move would face certain opposition from the industry, which views the prospect of new curbs on its activities as an unwarranted attempt to return it "to the stone age."

### Italcementi lifts profits by 24.8%

By Alan Friedman in Milan

ITALCEMENTI, the Italian cement company controlled by the Pirelli family's Italmobiliare holding group, has reported a 24.8 per cent rise in net profits for 1984, to L28.2bn (\$13.4m).

The profit rise was achieved after a 5.1 per cent rise in turnover, which last year totalled L957bn. Italcementi was the original flagship of the late Sig Carlo Pirelli, the Catholic financier who died last September just hours before he was set to face trial in Milan on charges related to the collapse of Banco Ambrosiano, of which he was the largest single shareholder.

The Bergamo-based cement company said it achieved the profit rise despite a difficult market, which was hit by Italy's housing slump and recession. Italcementi accounts for roughly one third of cement output in Italy and is the country's largest producer.

The company is paying a 1984 dividend of L2,000 on ordinary shares, which compares with L1,900 in 1983. Holders of preferred "savings" shares will receive a L2,150 payout, up from L1,950 the year before. Italmobiliare controls 50.4 per cent of Italcementi.

### Novo achieves strong first-quarter recovery

By Hilary Barnes in Copenhagen

NOVO, the Danish enzymes and insulin manufacturer, reported a strong first-quarter recovery with sales up by 19.8 per cent to Dkr 1,07bn (\$95m), pre-tax earnings rose by 26.7 per cent to Dkr 282m and net earnings were ahead 13.9 per cent to Dkr 180m.

Novo's net profits in 1984 declined from Dkr 704m to Dkr 685m as sales growth slowed to 12 per cent as a result of increasing competition in the U.S. insulin market and the loss of an important U.S. customer for industrial enzymes. Sales of enzymes last year were Dkr 7.10

increased by only 7 per cent.

Yesterday's statement from Novo, the first quarterly report issued by the group, warned that the first-quarter recovery could not be taken as an indication of sales and earnings developments for the full year, as both vary considerably between quarters.

The company said that part of the first-quarter increase in sales was caused by deliveries which it had expected to make in the second quarter.

First-quarter earnings per share were Dkr 7.10

### Better interest margin helps Commerzbank

By Jonathan Carr in Frankfurt

COMMERZBANK has become the last of the big three West German commercial banks to report higher profits in the first few months of this year, and to express cautious optimism about business prospects for the rest of 1985.

Dr Walter Seipp, chief executive, told shareholders at the annual meeting yesterday that total operating profit in January-April was markedly above the result for one third of the full year of 1984.

One reason for the improvement was that earnings from the bank's trading on its own account in foreign exchange and securities were clearly higher than a year earlier.

Moreover, the interest margin (the difference between interest paid and earned) had improved a little in March-April, after falling for many months. As a result profits from the interest business in the first four months were up by just DM 1m (\$307m) against the comparable result of 1984.

Shareholders were also told that Commerzbank had acquired 5 per cent of Thyssen, in order to strengthen ties with the steel group.

### INTERNATIONAL BONDS

## Sweden tests market with \$750m floater

By Maggie Urry in London

A FLOOD of new bond issues poured into the Eurodollar bond market yesterday while the New York market continued to give cause for bond prices to rise. Gains of a point were seen in places in the secondary market, though the average rise was around ½ point. Turnover was high.

The biggest deal of the day was a \$750m floating rate note for Sweden, led by Credit Suisse First Boston, testing the market's reaction to recent bad economic news from the country. The interest rate on the 15-year bonds was fixed at ¾ per cent above the six month London interbank bid rate with front end fees of 30 basis points. It was trading with those fees at around 99.76.

Swedish Export Credit (SEK) was also borrowing yesterday, through a fixed rate issue with an initial tranche of \$100m. A further \$400m will be available as a tap until May 1990 and the issue matures in 1992. The coupon was set at 10 per cent with issue price at 95; by lead manager Goldman Sachs.

The idea is that future tranches of the tap will be sold when attractive swap opportunities appear or if

SEK has a specific financing need. By making one large issue, further sales can be arranged quickly, with no further documentation necessary, and the issue will become more liquid. Further tranches can be led by banks other than Goldman. The issue was trading well yesterday offered at a ½ point discount to the issue price, well inside the 1½ per cent commission.

An interesting package of a zero and straight issue was launched for American Express. Both parts mature on December 12 2000. Lehman Brothers led the zero, which has a redemption value of \$450m and an issue price of \$12.87, of which \$4.50 is payable on June 12 with the rest on December 12 1985. Fees are 91 cents, but the zero was well received and traded above issue price.

The bond will be secured on the new American Express building in New York, due to be completed in a year's time, and will meanwhile be guaranteed by American Express.

The straight issue, which raises \$151m, was led by Salomon Brothers. This has an 11¼ per cent coupon and per issue price. It, too, is partly paid - 30 per cent on June 12

and the rest on December 12. Fees are 2¼ per cent, and the issue traded around a 1½ per cent discount.

Tenneco also thought up an unusual structure for a deal led by Morgan Stanley. It has a five year life, but holders can opt for a five-year extension on the same terms. The coupon is 10½ per cent and issue price 100¼. The deal was rapidly increased from \$125m to \$150m and was trading around 99.

Southern California Edison, the electric utility, caught the early uptick in the market yesterday with a \$100m issue with a seven-year life, an 11 per cent coupon and 100¼ issue price. CSFB was the lead and the deal traded just inside its 1½ per cent fees.

Bank of Tokyo launched a \$75m 10-year deal with a 11¼ per cent coupon and 101¼ issue price, which will be swapped for floating rate funds.


Continental bond markets are closed for Ascension Day today, but were fairly active yesterday. Swiss franc foreign bond markets were busy, with prices generally gaining by around ¼ point. SBC launched a SwFr 100m 12-year issue for Ireland and indicated a 5½ per cent yield, which should be sufficient

NEW ISSUE

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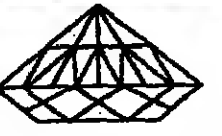
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### EDC to issue Euro-paper

A FULLY-FLEDGED Euro-commercial paper market will come a step closer next week with the launch of an unlimited borrowing programme by Canada's Export Development Corporation (EDC), writes Peter Montague in London.

In what is believed to be the first move of its kind, EDC is to start offering unlimited amounts of short term Euro-treasury notes on a daily basis in the Euro-market.

The paper, which will not be underwritten or backed up by a bank credit, will be dealt and distributed jointly by Credit Suisse First Boston and Swiss Bank Corporation International. It is expected to appeal particularly to retail investors look-

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All of these Securities have been offered outside the United States.  
This announcement appears as a matter of record only.

New Issue/May, 1985

**U.S. \$75,000,000**

**General Foods Capital Corporation**

11 1/2% Guaranteed Notes Due April 30, 1990

Unconditionally guaranteed by

**General Foods Credit Corporation**

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Morgan Guaranty Ltd

Union Bank of Switzerland (Securities) Limited

Banca del Gottardo

Banque Nationale de Paris

County Bank Limited

Crédit Lyonnais

Deutsche Bank Aktiengesellschaft

Goldman Sachs International Corp.

Nomura International Limited

Orion Royal Bank Limited

Shearson Lehman Brothers International

Swiss Bank Corporation International Limited

Wood Gundy Inc.

All of these Notes having been sold, this announcement appears as a matter of record only.

New Issues/May 1, 1985

**\$25,000,000**

**General Foods Capital Corporation**

\$12,500,000 12 1/2% Series A Notes Due April 1, 1991

\$12,500,000 12 1/4% Series A Notes Due April 1, 1992

Unconditionally guaranteed as to payment of principal and interest by

**General Foods Credit Corporation**

**Salomon Brothers Inc**

One New York Plaza, New York, New York 10004  
Atlanta, Boston, Chicago, Dallas, London (affiliate)  
Los Angeles, San Francisco, Tokyo (affiliate)  
Member of Major Securities and Commodities Exchanges.

# INTL. COMPANIES and FINANCE

## U.S. Quarterly Results

### AMERICAN INTERNATIONAL

First quarter	1985	1984
Revenue	1,410m	1,310m
Op. net profit	33.0m	30.0m
Op. net per share	1.07	1.05

### COMBINED INTL.

First quarter	1985	1984
Revenue	325.5m	312.2m
Op. net profit	33.0m	30.0m
Op. net per share	1.07	1.05

### CONTINENTAL CORP.

First quarter	1985	1984
Revenue	500.5m	500.2m
Op. net profit	13.7m	14.4m
Op. net per share	0.85	0.80

### EMERSON ELECTRIC

Second quarter	1985	1984
Revenue	1,120m	1,020m
Op. net profit	67.3m	61.2m
Op. net per share	1.42	1.33

### COLONIAL PENN

First quarter	1985	1984
Revenue	300.5m	300.2m
Op. net profit	13.7m	14.4m
Op. net per share	0.85	0.80

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## FT INTERNATIONAL BOND SERVICE

The list shows the 200 latest international bond issues for which an adequate secondary market exists. The following are closing prices for May 15.

U.S. DOLLAR	Change on					BP Overseas 7 32	17	100	100 1/2	+ 1/2	+ 1/2	100 1/2
STRAIGHTS	Issued	Old	Offer	day	week	Yield						
Amstar Credit 12% 88	150	105 1/2	105 1/2	+ 0 1/2	+ 1 1/2	10.52	Fed Nat Mort 6% 82	00	97 1/2	98 1/2	+ 1 1/2	+ 1 1/2
Australia Rep 13% 92	100	110 1/2	110 1/2	+ 0 1/2	+ 1 1/2	11.35	World Bank 6% 90	25	98 1/2	99 1/2	+ 1 1/2	+ 1 1/2
Bank of Tokyo 12% 82	100	104 1/2	104 1/2	+ 1/4	+ 2 1/2	11.50	World Bank 6% 94	20	05 1/2	06	+ 1/2	+ 1/2
Average price change On day + 0 1/2 on week + 0 1/2												



## INTERNATIONAL COMPANIES and FINANCE

## Pioneer plunges into red at six months

BY YOKO SHIBATA IN TOKYO

PIONEER, the Japanese electronics group, plunged to a consolidated net loss of ¥390m (\$1.56m) in the first half-year to March, from net profits of ¥455m in the same period of the previous year. The setback was attributed to sluggish sales of audio equipment, higher sales and losses at overseas subsidiaries.

Half-year turnover advanced from ¥181,360m to ¥184,380m, a rise of 3.1 per cent. Net losses per ADR share came out at ¥6, compared with net profit of ¥70 in the previous year.

Other factors blamed for the poor performance were the delayed introduction of compact disc players and failure to achieve the sales target for laser video discs—partly because of the withdrawal of RCA from the joint video disc venture.

The consolidated results reflected parent company taxable profits of ¥2,335m (down 67 per cent) and net profits of ¥0.58m (down by 85.4 per cent) on turnover of ¥126.71bn (up 7.8 per cent).

Consolidated sales of audio equipment fell by 20 per cent to ¥61bn. Video products sales rose by 27.8 per cent to account

for 19.5 per cent of turnover, thanks to multiplied available disc titles. The company plans to expand production of discs to 1m a month.

Sales of car electronics products advanced by 8.7 per cent to account for 35.5 per cent of the total, helped by buoyant overseas sales and favourable results from the introduction of in-car compact disc players in the Japanese market in October. Pioneer plans to introduce in-car compact disc players in the U.S. and European markets in the current half year.

Overseas sales fell by 2.5 per cent to account for 59.4 per cent of turnover.

In the current half year ending September, Pioneer will try to arrest losses in the audio sector by introducing low-priced compact disc players with targeted monthly sales of 50,000 units.

Parent company pre-tax full-year profits are projected at ¥7.5bn compared with the previous year's pre-tax profits of ¥14.7bn. Net profits are projected at ¥3.5bn (¥7.13bn) on projected turnover of ¥280bn, up by 10 per cent.

## Metal Box South Africa declines on higher turnover

BY JIM JONES IN JOHANNESBURG

METAL BOX South Africa, the packaging company in which Metal Box UK has a 25 per cent interest, boosted turnover in the first-half ended March 31 by 11.2 per cent to R369m (\$188m) from R332m.

Increased competition, and narrower margins led to a lesser rate of increase in operating profit before interest and tax. First-half operating profit rose by 2.2 per cent to R34.5m from R33.1m. Significantly higher finance charges led to a fall in pre-tax profit to R17.2m from R28.5m.

Turnover totalled R665.5m in the financial year ended September 30 1984, operating profit was R57.1m and the pre-tax profit was R45.3m. The directors say that food can sales volumes were reduced because of smaller peach and apricot crops in the Cape. Trading margins of the liquid packaging and packaging divisions came under particular pressure, the directors said. While results of the flexible packaging subsidiary were satisfactory, the new glass container division exceeded "expected" sales volumes and operating efficiencies. A second glass furnace is to be commissioned before the end of June this year.

This year's earnings are expected by the directors to be in line with those of last year, though this comes with the caveat that trading conditions should not deteriorate further. First-half earnings fell to 24.9 cents a share from 28.7 cents and an unchanged 10 cents interim dividend has been declared. Last year earnings totalled 50.5 cents a share, and total dividend was 22 cents.

Nampak, the packaging offshoot of the Barlow Rand industrial and mining group, which has a 54 per cent interest in Metal Box South Africa, increased first-half turnover by 17 per cent to R715.7m from R611.5m.

Operating profit dropped to R76.1m from R81.7m and pre-tax profit was R60.7m against R73.6m.

Nampak's turnover was R1,311m in the financial year ended September 30, 1984. Operating profit was R169m and pre-tax profit was R139.2m.

An unchanged interim dividend of 32 cents has been declared through first-half earnings dropped to 71 cents a share from 85 cents. Last year earnings were 175 cents, and total dividend was 70 cents.

## Rejection of Raleigh bid for CSM advised

BY WONG SULONG IN KUALA LUMPUR

SHAREHOLDERS of Cold Storage Malaysia, the food manufacturing and supermarket group, have been advised to reject the takeover offer by Raleigh Berhad, the property, manufacturing and engineering company.

The recommendation came from Pertanjan Baring Sanwa, the merchant bank appointed by the CSM board to advise on the bid. The bank said that in its opinion, "The value of the offer is not sufficiently high to justify Raleigh obtaining control of a substantial listed company such as CSM."

Last month Raleigh announced a takeover bid for CSM by offering two of its shares for each of the 47m CSM shares, valuing CSM at 110m ringgits (\$44m).

The deal is generally seen as part of a continuing exercise by Mr Daim Zaiduddin, the Malaysian Finance Minister, to rationalise his extensive business interests following his appointment to the Government.

One of Mr Daim's companies

controls Raleigh, and the minister also has an indirect 29 per cent stake in CSM. The other major shareholders in CSM are the UK-based Cold Storage group (42 per cent) and the Malaysian government FIMA group (10 per cent).

Pertanjan Baring Sanwa said that in terms of market value, dividend yield and net asset per share, the Raleigh offer was not attractive enough.

It added that even "if during the offer period, the CSM share price falls and/or the Raleigh share price rises to a point where the offer is worth more than the CSM share price (as is the case at the moment, where CSM is trading at 4.36 ringgit and Raleigh at 2.21 ringgit), we would still be of the view that there would not necessarily be an overwhelming case for accepting the offer."

For the year ended January 1985, CSM made a pre-tax profit of 9.5m ringgit, while Raleigh made a pre-tax profit of 9.4m ringgit.

## BHP to make start on Jabiru field

BY MICHAEL THOMPSON-NOEL IN SYDNEY

BHP PETROLEUM, the biggest profit-spinning arm of Australia's Broken Hill Proprietary, is to press ahead with development of its Jabiru 1A oil field in the Timor Sea, off northern Australia.

The start-up date is mid-July next year, at an estimated cost of A\$60m (US\$ 41.4m), with an expected production rate of up to 13,000 barrels of oil per day.

The original Jabiru strike prompted hopes of a bonanza evaporated when further appraisal tests were made. Proven reserves are thought to be about 22m barrels, with a further 18m possible.

BHP's share in Jabiru is 50 per cent. Its partners include Citic Petroleum (18.75 per cent), Norcen International (12.5 per cent), Weeks Australia (10.3 per cent) and Ampol Exploration (6.25 per cent).

Jabiru will be the first new oil project to be affected by the Government's resource rent

tax legislation, though it is not clear what tax rate will apply.

In the Senate in Canberra yesterday, the Government's proposed offshore cash bidding legislation was defeated, following strong opposition by oil companies and by the Australian Petroleum Exploration Association (APEA).

Cash auctions for exploration permits would have applied to the most promising offshore areas—initially five sections of the Timor Sea.

Senator Gareth Evans, the Resources and Energy Minister, said the Government would be forced to examine alternative methods of raising its oil take.

However, APEA said yesterday there was now real doubt that offshore wildcat activity this year would be as brisk as expected—24 wells had been forecast. APEA says that to maintain oil self-sufficiency Australia needs to discover 200m barrels a year to make up for declining production from existing fields.

## ACI International ahead

BY OUR FINANCIAL STAFF

ACI INTERNATIONAL, the Australian glass and packaging group, showed a cautious advance in attributable net profits to A\$48.69m (US\$32.9m) in the year to March, up from A\$46.03m but held back by charges associated with a large-scale rationalisation plan.

Stripped of extraordinary losses related to the reshaping, the net earnings result was 42.3 per cent ahead at A\$68.64m against A\$48.24m, on sales 7.9 per cent up at A\$2.31bn compared with A\$2.14bn.

The company said yesterday the benefits of its reorganisation were already showing through and would provide a stronger base for expansion.

The performance improved markedly in the second half, it added, particularly in ACI's domestic operations. New Zealand earnings—largely through Alex Harvey Industries, currently under offer from Carter Holt—also rose strongly.

ACI's coal business, although operating profitably, was affected by higher interest charges and exchange losses.

## Sanwa buys Sydney bank

BY OUR FINANCIAL STAFF

SANWA BANK, one of Japan's leading commercial or city banks, has taken full control of Commercial Continental, a Sydney-based merchant bank.

The takeover, believed to be the first by a Japanese institution of an Australian merchant banking group, came with the sale to Sanwa of the one-third stakes each held by National Australia Bank and Continental Illinois National Bank and Trust.

Sanwa officials said yesterday the total price paid was some ¥2.4bn (\$9.6m). It intends that Commercial Continental will offer a range of financial services including a foreign exchange dealing facility.

National Australia said the sale was a further step to rationalise its merchant banking activities, following the acquisition last year of Chase Manhattan's half share in Chase-NBA, now wholly owned as First National.

## Hindustan Lever to invest Rs 2.5bn

BY R. C. MURTHY IN BOMBAY

HINDUSTAN LEVER, India's third largest company in terms of sales, plans to invest Rs2.5bn (\$188m) in modernisation and diversification on over the next three years. Its Rs1bn plant to manufacture the fertiliser di-ammonium phosphate at Haldia, in West Bengal state, is to be commissioned next month.

The company, a Unilever subsidiary, has also applied for an industrial licence to establish a Rs1bn plant to produce linear alkyl benzene, a raw material for detergents, at Vizag on the east coast. Nearly Rs300m in foreign currency financing is required for the project.

Hindustan Lever is exploring the possibility of establishing a palm plantation.

The company has overcome the effects of a transfer of its business in edible fats, dairy products and animal foods to the Calcutta-based Liptons.

Sales grew to Rs6.17bn in 1984 from the previous Rs5.01bn. Pre-tax profits were Rs440.1m against Rs422.2m, while at the net level earnings emerged at Rs216.8m, compared with Rs185.6m. The dividend was raised to 24 per cent from 22.5 per cent in 1983.

The driving force behind the company's sales growth last year was processed triglycerides, soaps and detergents where production rose 26.88 per cent to Rs4.94bn. A reorganisation of Unilever interests in India was undertaken last year, keeping in view the growth potential for low-technology business at Liptons, an Indian company with a 40 per cent foreign shareholding. Hindustan Lever, with a 51 per cent foreign stake, can expand only in high technology areas and industries which the Government considers essential.

Exports rose to Rs740m from Rs700m in 1983 as new markets were found for Indian detergents in Libya and Algeria.

● Sales of Tata Tea, a major tea plantation company, rose 47.68 per cent to Rs 1.64bn in the year to December from Rs 1.11bn the previous year. Profits before tax more than doubled to Rs 497.7m from Rs 235.5m.

Tata Tea paid two-thirds of these profits (Rs 324.5m) in income tax, the highest paid by an Indian private sector company.

After-tax profits were Rs 173.2m against Rs 98m. The dividend was raised from 35 per cent to 50 per cent. Mr Darbort Seth, the chairman, says the operating results are "unprecedented."

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U.S.\$50,000,000

Guaranteed Floating Rate Notes 1987  
Unconditionally and irrevocably guaranteed as to  
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ISRAEL DISCOUNT BANK LIMITED

For the six months  
16th May, 1985 to 16th November, 1985  
the Notes will carry an  
interest rate of 8 1/8% per annum.  
The relevant Interest Payment Date will be  
on 16th November, 1985.

Bankers Trust Company, London  
Fiscal Agent

£100,000,000 Guaranteed Floating Rate Notes due 1991

Citicorp Overseas Finance  
Corporation N.V.  
(Incorporated with limited liability in the Netherlands Antilles)

Unconditionally guaranteed by  
CITICORP

Notice is hereby given that the Rate of Interest has been fixed at  
12 1/4% and that the interest payable on the relevant Interest Pay-  
ment Date, August 15, 1985, against Coupon No. 6 in respect of  
£50,000 nominal of the Notes will be £1,591.10 and in respect of  
£50,000 nominal of the Notes will be £1,591.11.

May 16, 1985, London  
By: Citibank, N.A. (CSSI Dept.), Agent Bank

CITIBANK



NEW ISSUE

This announcement appears as a matter of record only

May, 1985

**GOODYEAR****¥25,000,000,000****The Goodyear Tire & Rubber Company**

(Incorporated with limited liability in the State of Ohio)

**7 1/8% Yen Bonds Due 1995**

ISSUE PRICE: 100%

Daiva Europe Limited

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Al-Mal Group

Bank of Tokyo International Limited

Baring Brothers &amp; Co., Limited

Crédit Lyonnais

Dai-ichi Kangyo International Limited

IBJ International Limited

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Nippon Kangyo Kakumaru (Europe) Limited

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Bank Mees &amp; Hope N.V.

Banque Populaire Suisse S.A. Luxembourg

Chemical Bank International Limited

Dai-ichi Europe Limited

Genossenschaftliche Zentralbank AG - Vienna

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Merrill Lynch Capital Markets

New Japan Securities Europe Limited

Nomura International Limited

Société Générale de Banque S.A.

Svenska Handelsbanken Group

S. G. Warburg &amp; Co. Ltd.

These securities have been sold outside the United States of America and Japan.  
This announcement appears as a matter of record only.

NEW ISSUE

10th May, 1985

**LONRHO****Lonrho Finance Public Limited Company**

(Incorporated in England under the Companies Acts 1948 to 1983)

**U.S.\$40,000,000****6 1/4 per cent. Convertible Guaranteed Bonds Due 2000**Convertible into Ordinary Shares of, and  
unconditionally guaranteed by,**Lonrho Public Limited Company**

(Incorporated in England under the Companies (Consolidation) Act, 1908)

Issue Price 100 per cent.

Nomura International Limited

Al-Mal Group

Banque Indosuez

Genossenschaftliche Zentralbank A.G. - Vienna

Kreditbank International Group

Arab Banking Corporation - Daus &amp; Co. GmbH

Berliner Handels- und Frankfurter Bank

Kidder, Peabody International Limited

Merrill Lynch Capital Markets

Société Générale de Banque S.A.

**INTL. COMPANIES & FINANCE**

Chris Sherwell looks at one effect of decline in Philippines tourism

**Long-stay troubles at Manila hotels**

IN THE SPACE of a few months, Manila's troubled hotel industry has undergone a major upheaval, with five out of 14 luxury hotels changing hands and a sixth irreparably burned out. At least two others were dogged by internal wrangles between owners and operators.

The changes coincide with a serious downturn in already-weak profitability. In 1983 two of the Philippines capital's 16 top-class hotels stopped operating, and another 10 reported losses. Last year is reckoned to have been worse, with occupancy rates dipping to an average 55 per cent, the lowest level in years.

Behind the decline is the jump in tourism brought on by the political troubles which followed the assassination of Benigno Aquino, the opposition leader, in August 1983. Having topped the list in 1980, the number of tourists visiting the Philippines declined to 817,000 in 1984.

The economic crisis which accompanied the turmoil made things worse. The plunge in the peso (from 11 to the U.S. dollar in mid-1983 to 20) raised costs, and it became tricky to import luxury goods. High interest rates and inflation have taken a further toll, even though the peso has since strengthened to 18.5.

But the main cause of the shake-up overtaking Manila's hotel business is the country's hotel industry's monetary Fund-backed economic restructuring programme—in particular the Government-owned Development Bank of the Philippines (DBP) sell off many of its loss-making assets.

DBP was described by the World Bank last year as the "government financial institution most seriously affected by structural and portfolio problems." It has been the country's major source of long-term finance. In 1975 it lent 1.2bn pesos out of a government total of 2bn pesos poured into the construction of 13 hotels—ironically, a programme ordered by the government of President Ferdinand Marcos in anticipation of the IMF-World Bank meeting held in Manila in 1976.

In 1981, when a previous financial crisis hit the Philippines—in the repercussions of the so-called "Dewey Dee affair"—DBP was forced to convert many loans into equity. In the process it acquired majority stakes in hotels across the country, including several of Manila's best—Peninsula, Mandarin, Manila Garden, Silahis International, Century Park Sheraton, Mirador and Trade-

Peninsula Hotel—Makati, to Patrick Lim, a local Filipino-Chinese entrepreneur, and minority Hong Kong interests including Swire Pacific, owners of Cathay Pacific Airlines, Hongkong Shanghai Hotels, which operates the Peninsula chain, and the Kadoorie family. Mr Lim is one of the Peninsula's original owners.

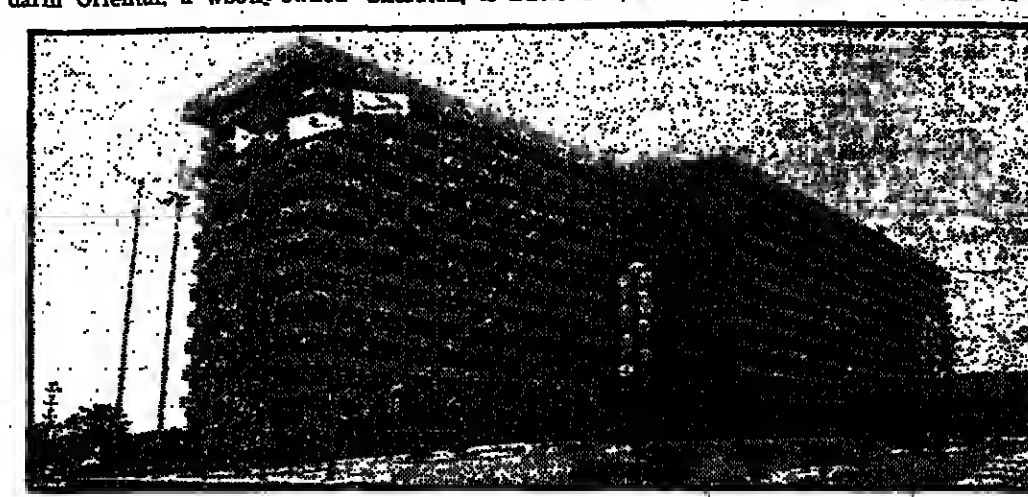
Manila Garden Hotel, also in Makati, to Japan Air Lines, which increased its stake from around 10 per cent to just under 74 per cent for a reported figure of 141m pesos. Other Japanese interests, said to include Mitsu Bank and Bank of Tokyo, took another 18 per cent, while the remaining Philippines interests include the Ayala Corporation and Far East Bank.

The 500-room Century Park Sheraton, to Lucio Tan, a local

Roberto Benedicto, an associate of President Marcos, owns Holiday Inn. The Government Service Insurance System (GSIS) controls Manila Hotel, Philippines Plaza and Hyatt. State-owned Philippine National Bank (PNB) owns the Regent, 340m pesos.

GSIS and PNB extended 800m pesos in loans for these hotels in 1975. Taken with DBP's loans, further credits when hotels failed to meet their obligations and the banks' original equity participation, the total hotel exposure of these government banks had increased by last year to a huge 700m pesos.

To add to the sense of fragility, both the Hyatt and Hilton have since become involved in complex internal disputes between the local owners and the respective U.S. operators. In the case of the



The Philippine Plaza Hotel, controlled by the Government Service Insurance System

subsidiary of Hong Kong Land and part of the Jardine group, will end up paying just \$2.9m for a 54 per cent stake in a 474-room hotel which opened only ten years ago.

The company's previous stake was 30 per cent, raised last year from an earlier 12 per cent. At one point in 1984, it looked as though interests representing the wealthy Sultan of Brunei would succeed in purchasing DBP's controlling stake, but this fell through.

Under the eventual deal, Mandarin Oriental agreed to pay \$7.3m to increase its stake to 81 per cent. It then sold 37 per cent to other interests for \$4.4m, leaving it with 54 per cent. At the same time, it revealed that it had extended the Mandarin management contract another 15 years beyond 1990.

Other major sales by DBP recently include: Filipino-Chinese banker and brewery magnate, for an unknown sum. The original owners, the Martel family, were unable to buy the hotel back. The hotel will continue to be operated by ANA Hotels, a subsidiary of All-Nippon Airways of Japan, which has a franchise arrangement with the U.S. Sheraton group for marketing purposes.

The 600-room Silahis International, which sports the local Playboy Club, to its original owners, the Enriquez family. The sum involved is said to be 120m pesos for a stake raised to 72 per cent. Of the total amount, half is allowed to be paid over three years. Part of this deal, as with others like the Peninsula, includes repayments on some of the hotel's debt.

All of this still leaves the government heavily involved directly or indirectly, with the luxury hotel business. Mr

Hilton, where the Delgado family has filed suit against Hilton International, the matter is before the courts. Where the industry goes from here is anybody's guess. The immediate outlook is gloomy, for the tourist business is getting tougher. Manila's reputation as a "sin city" is growing with the economic decline, and tourism has been hit by an apparent rash of killer fires in recent months.

In such circumstances, the central Manila hotels, catering directly for tourists, seem likely to face greater hardship than the business-oriented hotels in Makati. Makati Intercontinental, for example, part of the Ayala group, remains one of the most profitable hotels in the capital, and some groups are even looking ahead to better times in the 1990s. For now, however, it seems safer to stay out of a troubled business.

NEW ISSUE

These Notes having been sold, this announcement appears as a matter of record only.

**U.S.\$100,000,000****Saitama International (Hong Kong) Limited**

(Incorporated in Hong Kong)

**Guaranteed Floating Rate Notes Due 1995**

Guaranteed as to payment of principal and interest by

**The Saitama Bank, Ltd.**

(Incorporated in Japan)

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First Interstate Limited

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May 1985

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U.S.\$65,000,000 Floating Rate Notes due 1989

In accordance with the provisions of the above Notes, notice is hereby given that for the six months from 14th May 1985 to 14th November 1985 the Notes will carry an interest rate of 9% per annum.

The interest payable on each U.S.\$10,000 Note on the relevant interest payment date, 14th November 1985 against Coupon No 7 will be U.S.\$460.00

Agent Banks:

Lloyds Bank International

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on 13th May 1985, U.S. \$96.96

Listed on the Amsterdam Stock Exchange

Information: Pierson, Meldring &amp; Pierson N.V., Herengracht 214, 1016 BS Amsterdam.

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PER 14 MAY 1985

	Today	100X Last week	Year's High	Year's Low
US\$ Eurobonds	10.74	10.96	11.37	10.74
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MLF (Saver Notes)	2.21	2.46	2.89	2.82
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FIRST CHICAGO LIMITED



## TECHNOLOGY

## Blast-off for Star Wars research programme

Peter Marsh reports on the first contracts to be awarded by the U.S. Department of Defense

THE U.S. Department of Defense has awarded the first three research contracts in advanced technology in its \$26bn Star Wars programme to build a space-based system to defeat nuclear missiles.

In the three programmes, groups of universities and companies will study novel composite materials, advanced computing techniques and new ways to generate and store power in space.

According to the engineers working on the projects, the research will be aimed at basic technologies that could have useful benefits in commercial areas, for example the car and factory-automated industries.

But Dr James Lonson, director of the innovative science and technology office of the Pentagon's Strategic Defense Initiative Organisation, says that the work will have to be "mission oriented" and aimed above all at producing technologies for an operational Star Wars system in the 1990s.

Dr Lonson expects to have at his disposal 5 per cent of the \$26bn due to be spent on Star Wars research until 1990. Assuming that Congress ratifies the DoD's requests for funds, for the financial year beginning this October his division will have a budget of \$187m.

The other five divisions of

the DoD's Star Wars organisation deal with the development of beam weapons such as lasers; kinetic-energy systems that use conventional missiles to disable nuclear projectiles; surveillance and incoming missiles and data processing; "supporting technologies" such as studies of the lethality of beam weapons; and, finally, details of how all these aspects could be knitted together to provide a working system.

The job of Dr Lonson, a 34-year-old physicist who previously worked for Nasa, is to promote the development of new technologies that could support the other divisions. He has provisionally earmarked a third of his budget to pay for research work in other countries.

West European nations and other U.S. military allies are deciding how to respond to the DoD's invitation to take part in Star Wars research. France has already declined, on the grounds that participation could divert talent from commercial projects.

The three advanced-technology projects that the SDI Organisation has approved are:

● **New materials.** A consortium of academic institutes and eight private companies has been given \$15m over three years to examine metal-ceramic compounds that could form key components in large space structures. The substances have to be light yet strong to reduce the mass that must be lifted into orbit.

Companies involved include SRI International, United Technologies, Martin Marietta and Mitre Materials. The Massachusetts Institute of Technology (MIT), Johns Hopkins University and Texas A and M University are among the participants from academic organisations.

Among the substances to be investigated are ceramic matrices in which carbon fibres or other compounds are inserted in the interstices of a framework of metal, for example aluminium or magnesium alloys. Such materials are light, tough, strong and resist high temperatures of up to some 2,000 deg C.

They could form parts of big space structures that may act as the base for laser weapons. The car industry is also looking

at uses for the materials, which are as light as aluminium but as tough as steel. For instance, Toyota and Honda in Japan are introducing the substances in components such as pistons and connecting rods.

Other applications for the materials could be in the booms of cranes, in vehicle suspension and wear-resistant components in, for instance, farming equipment.

By experimenting with different combinations of ceramic materials within the metal matrix, researchers should be able to come up with substances that have a zero coefficient of expansion.

This would be highly important in space structures which, by being alternately heated by the Sun and then cooled, are subjected to a wide range of temperatures. Stresses caused by rapid cycles of expansion and contraction could interfere with the use of the structure as a stable base for lasers that would have to be pointed highly accurately.

Dr James Cornie, director of the metal and ceramics matrix

processing centre at MIT, says: "The SDI research with which I will be involved is work that is required for commercial applications. I'm glad to receive money from any source." He says details of his research will be unclassified and available to commercial organisations.

● **Advanced computing.** A second U.S. consortium will spend \$9m over three years on research into novel computing techniques, including applications of expert systems (computers that can "reason" like humans), parallel-processing hardware in which machines work on perhaps hundreds of different computational steps at once and optical computing.

In the latter, speeds of computers could be increased enormously by application of beams of photons that carry signals between components, in place of electrons that travel more slowly.

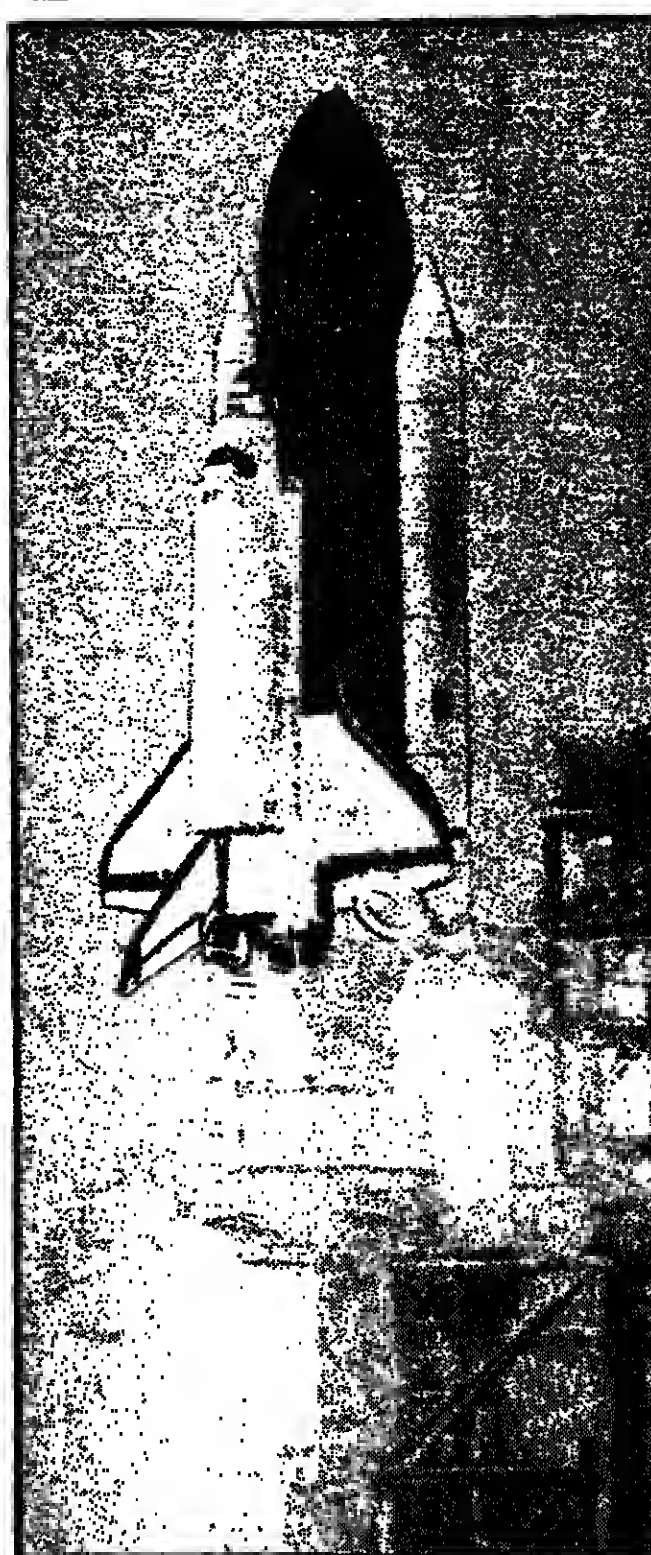
The consortium, which is headed by the University of Alabama at Huntsville, includes California Institute of Technology, Carnegie-Mellon University in Pittsburgh, Georgia Institute of Technology and the U.S. Naval Ocean Systems Centre in San Diego.

A strategic defence system would require new, ultrafast computers to cope with the huge streams of information generated by, for instance, equipment that is tracking enemy missiles. The hardware would be required on the basis of this data to send information very quickly to beam weapons that would attempt to destroy the projectiles.

Mr James Jobannes of the University of Alabama's computer science department says some of the work would be classified. But parts of the research that deal with basic technology could have applications in areas such as weather analysis and fault diagnosis in industrial equipment.

● **Power equipment.** Auburn University in Alabama, the University of Texas at Arlington and two companies, Pennwalt and Maxwell Laboratories (both in California), are included in a consortium that will spend \$19m over four years.

The group will examine generation and storage of the hundreds, if not thousands, of kilowatts of power needed for Star Wars weapons systems. The technologies under study will include solar-energy conversion techniques and novel types of capacitors and fuel cells needed to store electricity.



Lift-off for the shuttle: key space vehicle for experiments in the \$26bn Star Wars programme.

Look at Lovell

FOR REFURBISHMENT

## Racal goes public with databases

SEMI-CUSTOM design of silicon chips, at present usually confined to specialist engineers within the semiconductor companies themselves, can be performed by system companies following a decision by Racal Microelectronic Systems of Reading, England, to make its design databases available to customers.

Integrated packages of design software that will run on Apollo and DEC VAX/MicroVAX machines allow rapid development of new chip designs right through to the layout stage.

From an initial functional description the in-house designer can build a chip design using a suite of Silver Lines design software and Racal cell libraries. Then, using simulation routines, the operational characteristics of the design can be confirmed without physical construction of the circuits.

The resulting files are sent to Racal for layout, with post-layout simulation to check the effects of interconnection and mask pattern generation.

## Quick dip

CONTEX, THE electronics production specialist of Southampton, England, has developed software called Dipmaster which it claims can make time savings of 50 per cent or more when programming machines that automatically insert dual-in-line semiconductor devices into printed circuit boards.

Input of layout data can be manual or can be downloaded from any of the major computer-aided design (CAD) systems to give fully automatic program generation.

The input data are processed to generate an insertion program that takes into account every factor affecting physical insertion including speeds, table size, loading techniques and other factors. More on 0703 434141.

## Spin-offs from space architecture

AN energy-conservation device developed by U.S. space engineers is about to enter service in the factories of a big consumer-products company that turns out anything from face cream to hospital equipment.

Chesebrough-Pond's, based in Connecticut, obtained a licence in 1979 to develop a voltage-regulating mechanism for electric motors that evolved from work at the Marshall Space Flight Center of the National Aeronautics and Space Administration.

The company this year plans to install 200 of the devices in its factories across the U.S. The mechanisms, which cost between \$5,800 and \$8,000 and which are to be sold to other customers via a further licence deal with Siemens Allis of New Orleans, reduce wear on motors and cut energy bills by up to 12 per cent.

The story may be thought of as a classic illustration of how technology from the American space programme has infiltrated

into other areas of the economy, to the benefit of U.S. industry.

In other spin-offs from the space programme: ● **Rockwell**, the California aerospace company that was the main contractor on the \$11bn space-shuttle development, adapted to automatic knitting machines computer-control techniques devised for the shuttle's flight deck.

● **Rocket Research**, based near Seattle, is trying to interest the chemical industry in catalysts the company has developed as vital components in rocket engines.

Doctors at the Cedars-Sinai Medical Center in Los Angeles are applying an excimer laser invented to analyse the Earth's atmosphere from spacecraft to the job of cleaning out hardened arteries.

Of greater importance is the way that the U.S. Government's space programmes — which, counting both Nasa and Department of Defense (DoD) spending, consume some \$20bn a year — give a boost to broad techno-

logical thrusts, in micro-electronics and materials for example.

People in the aerospace industry expect that this pattern of events will continue as a result of two major space projects now under way. Assuming Congress approves the funds, Nasa will spend \$8m over a decade to build a civilian space station, while the DoD has earmarked \$26bn over five years for its Star Wars research programme to develop a water-tight defence against Soviet missiles.

"Any major research and development programme that requires a focusing of resources is bound to accelerate the development of technology in certain areas," says Mr Bob Thompson, vice-president for space-station work at McDonnell Douglas.

Besides collaborating with Nasa on a two-year study to devise a blueprint for the space station, McDonnell Douglas is one of 10 companies handed \$1m contracts by the DoD to

design engineering concepts for a missile-defence system.

Mr Thompson says that other divisions of McDonnell Douglas that sell factory automation systems and computer-aided design may benefit from work in robots and artificial intelligence developed during the space-station studies.

These technical areas could be stimulated by Nasa's desire that as many as possible of the routine operations on board the space station will be controlled by computers rather than people.

Work in computers, new materials, propulsion and the generation of electricity by solar energy will play a part in both the Nasa and Pentagon programmes. "There's no question that there is a link in technology between the space station and the architecture for SDI," says Mr Bob Mitchell, vice-president of space programmes at Teledyne/Brown, an aerospace company based in Huntsville, Alabama.

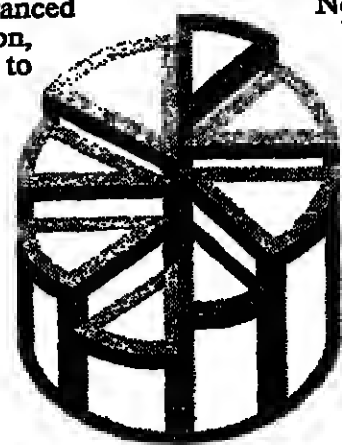
# Isveimer Balance Sheet 1984

New credits disbursed:  
It. lire 1,619 Billion.

Outstanding loans:  
It. lire 5,748 Billion.

In 1984 the growth of Isveimer continued uninterrupted: outstanding loans advanced to It. lire 5,748 billion, 18.5% up compared to 1983; new credits disbursed were It. lire 1,619 billion, 40% of the said new credits were in foreign

currencies raised in the international financial markets. Net income was It. lire 40 billion. All that confirms Isveimer as a reference point for southern continental entrepreneurs.



Isveimer

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The Financial Times is proposing to publish a survey on **INDIA**

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Advertising copy date for this survey is Tuesday May 21 1985

For further information please write to or telephone:

Rachel Taylor

Area Manager, Southern Asia,  
Financial Times, Bracken House, 10 Cannon Street,  
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FINANCIAL TIMES

## WORLD BANKING

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Please complete the coupon below for your copy of the booklet.

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## UK COMPANY NEWS

## California takes its lead from Michigan as Ladbroke races in

Ladbroke Group is to expand its business in the United States following a decision by the California authorities earlier this month to allow the group to operate in that state.

If a current Bill passes through State legislature, it would allow Ladbroke to set up off-track operations as well as operate race tracks, which it already does in Michigan.

The balance sheet confirms the healthy financial state of the group. Shareholders' funds are at a new level of £330m, net assets are at a record of £379m per share and the adjusted earnings ratio is down to 58 per cent.

Mr Cyril Stein, chairman and managing director, in his annual report underlines the value of Ladbroke's off-track betting licences. Although these are valued at an historic £75m, Ladbroke believes that government controls in the UK and Belgium on the numbers of betting licences could mean that

their realisable value is as much as £300m higher.

The group has successfully contracted to purchase Cwmbran Town Centre in South Wales from the Cwmbran Development Corporation for £13.7m. The 50-acre centre, containing 150 shops, three major supermarkets, three stores, approximately 115,000 sq ft of offices and free parking for over 3,000 cars, has always been well supported by national retailers.

Now, Ladbroke City and County Land Company will carry out a £5m modernisation scheme aimed at creating a first-class shopping centre benefiting from the company's management and marketing expertise.

The purchase of Cwmbran Town Centre gives Ladbroke an initial return of 81 per cent on its £14.7m investment, but after spending the additional £5m on upgrading and extending the centre, Mr Stein believes that rent reviews could raise the return to 10 per cent by the end of 1988.

## COMPANY NEWS IN BRIEF

Mr C. D. A. Bramall, chairman and managing director of C. D. Bramall, the Bradford-based motor vehicle dealer, said in his annual statement that the first three months of the current year had started well, with profits up by almost 30 per cent. This level of increase was, however, unlikely to be continued, he added.

Yearling bonds totalling £10.25m at 12½ per cent, redeemable on May 21 1986, have been issued by the following local authorities:

Cheltenham Borough Council £0.5m; Elghland Regional Council £1m; Lochaber District Council £0.25m; Merthyr Tydfil BC £0.5m; Mendip DC £0.5m; Ogwr BC £0.5m; West Oxfordshire DC £0.25m; Edinburgh

(City of) DC £1m; Hillingdon (London Borough of) £1m; Lincoln (City of) £0.5m; Dudley Metropolitan DC £0.75m; Sefton Metropolitan BC £1.25m; Wirral (Metropolitan Borough of) £1m; Eastbourne BC £0.25m; Renshaw DC £1m.

Adams & Gibson, the Newcastle-upon-Tyne Vauxhall Opel main dealer lighting a £4.4m takeover bid from Keep Trust, sought yesterday to clarify why one of its major shareholders, Grovesell, sold its 14.39 per cent stake at 20p below Tuesday's market price of 26p.

A & G said that it wanted to know "whether or not any agreement or undertaking, verbal or otherwise, concerning A & G exists between Keep and Grovesell, which has any connection with the offer."

## ANNUAL MEETINGS

## Unilever plans for U.S. volume expansion

SIR KENNETH DURHAM, chairman of the UK part of Anglo-Dutch Unilever, said yesterday that the group had "excellent plans for volume growth in the U.S." though its programme to strengthen market position in America would have an effect on its short-term profitability there.

Sir Kenneth said that this was in the longer term interests of the group.

In Europe, he added, Unilever had tidied up its business and its prospects looked good, while it was also well placed in other overseas markets where growth was likely to be strong.

He said the company was still taking a cautious view on world economic growth in 1985 but "we are quite clear about our strategic direction and because our financial position is sound, I see no reason why we should not seek aggressively to strengthen further our core businesses."

Unilever had strengthened its R & D resources, particularly in the U.S., and was giving great attention to manufacturing systems based on micro-electronics.

Speaking of the group's strategy of concentrating on "core" businesses, he said it had disposed of over 12 companies during 1984, while it had made 32 acquisitions over the past two years, all in core areas.

On Brooke Bond, acquired in a contested takeover last year, he said he was more confident than ever that the benefits which had been anticipated would not only materialise but might well be exceeded.

Sir Kenneth also hit out at the EEC's Common Agricultural Policy. The introduction at short notice of milk production quotas had had a seriously adverse effect on animal feed producers, while the release over Christmas of cheap butter from stores had damaged the margarine industry.

"Without attacking the fundamental problems of the CAP," he said, "the EEC must be persuaded to make a more flexible, comprehensive and cost-efficient offer to the stockholding market."

The chairman said that he would expect the new services to add significantly to CCF's income.

In the current year CCF was experiencing a continued high level of work and was trading profitably.

Glyndwr International's chairman told shareholders that the first three months of 1985 showed a material improvement over those of the preceding year, with much of the profit naturally coming as a result of the disposals and reorganisation carried out in the second half of 1984.

The UK companies were performing well, though some of the sectors in which companies operate were somewhat more volatile than it would wish.

The Legal & General meeting heard that the company was relieved that the Government had decided against the tax treatment of occupational pensions, and it was well placed to meet any challenges brought by the expected green paper on pensions.

Insurance group pension business had started the year very well and new business was 28 per cent up on the same period in 1984. On the individual pensions side there was a rush of new business in the first quarter as a result of pre-budget uncertainties.

## Tern well short of forecast at £79,000

Tern Group pre-tax profits for 1984 at £79,000, were well down on the forecast of £350,000 made at the time of a one-for-three rights issue of £1 preference shares last May. The group sought £780,000 from shareholders to fund what it expected to be a 35 per cent advance in turnover, and apart from forecasting a substantial profit increase from the 1983 figure of £33,000, it expected the total dividend to be halved from 0.25p to 2p net.

Both increases in turnover and dividend were duly achieved, but trading during the Christmas period was "well below expectations."

The lower than expected level of profit was due, say directors, to the unprecedented unavailability of import quotas for men's shirts from India for which firm orders existed.

In addition, they add that the trading run-up to Christmas was very late, necessitating the sale of a greater proportion of goods at reduced margins producing a Christmas period well below expectation.

However, in spite of the exceptional problems, all group companies — it manufactures shirts, ties and knitwear — traded, and continue to trade, profitably.

The final dividend is raised from 0.25p to 1.25p net for a total of 2p (1p).

Group turnover jumped from £8.01m to £11.22m, and the pre-tax figure was struck after £2.99m of expenses of £2.99m (£2.48m) net and interest charges up from £254,000 to £310,000. There was a tax charge of £48,000 against a credit last time of £1,500.

Extraordinary debits totalling £3,000 compared with £18,000, and there was a transfer of £3,000 (same) to debenture redemption reserve.

Brand names used by the group include Tern, Panache, Consulate, Inigo Jones, Scarlati, Bias, Robert Carlo, Pierre Balmain and Propeller.

## ● comment

Those shareholders who passed up the chance to buy last year's rights issues, and that accounts for 90 per cent of them, can think themselves lucky. For Tern Group has missed its profits forecast by a mile and this after interim results which indicated that it was well on target. The only consolation is that the company has kept its dividend promise, though only by raiding the reserves. The market clearly saw all this coming and left the shares unchanged at 48p. At this level, the City must have its eye on the company's net assets of 50p a share rather than the profit record. Admittedly the company says it is now trading profitably and quick swings in profitability are common in the fashion business. But it is difficult to see how Tern Group can stagger along for long under the burden of borrowings amounting to some 80 per cent of shareholders' funds. With higher interest rates this year, borrowing costs can only be greater than last year's leaving the company little room for manoeuvre. Shareholders would be forgiven if they have run out of patience.

At Brides, the chairman said that the improvement in UK wire rope demand was now coming through following the end of the miners' strike. British Ropes was maintaining its position in the larger export market established last year.

In the U.S., although continuation of the upward trend in performance of the wire rope manufacturing operation would take time to reach a satisfactory level of performance, he was confident that the would be achieved.

Mr H. W. Cross, chairman of Breda Chemicals International, said that preliminary results for the four months of 1985 were as planned, and were firmly ahead of those for the corresponding period. The group's financial position was strong, and the board continued to be confident of growth prospects.

## Duport

## Annual Results

■ Pre-tax profit increased 15%

■ Dividend up 33%

Year ended 31st January	1985 £000's	1984 £000's
Turnover	65,545	58,127
Profit before tax	2,447	2,128
Ordinary Dividends per share:	p 1.33	p 1.00

"Swish" curtain systems and building products; "Vi-Spring" beds; "Grovewood" kitchens; computer services; ferrous castings, forgings and plastic products.



The Annual Report will be available from: The Secretary, Duport plc, Sedgely Road East, Tipton, West Midlands DY4 7UL.

## Ultramar

FIRST QUARTER 1985

## GOOD START TO 50TH ANNIVERSARY YEAR

- Record first quarter net profit of £46.4 million.
- Cash flow at quarterly all time high of £69.2 million.
- Oil and gas production exceeds 100,000 barrels per day of oil equivalent.
- Improved profitability from downstream operations in Eastern Canada and the UK, and the shipping division.

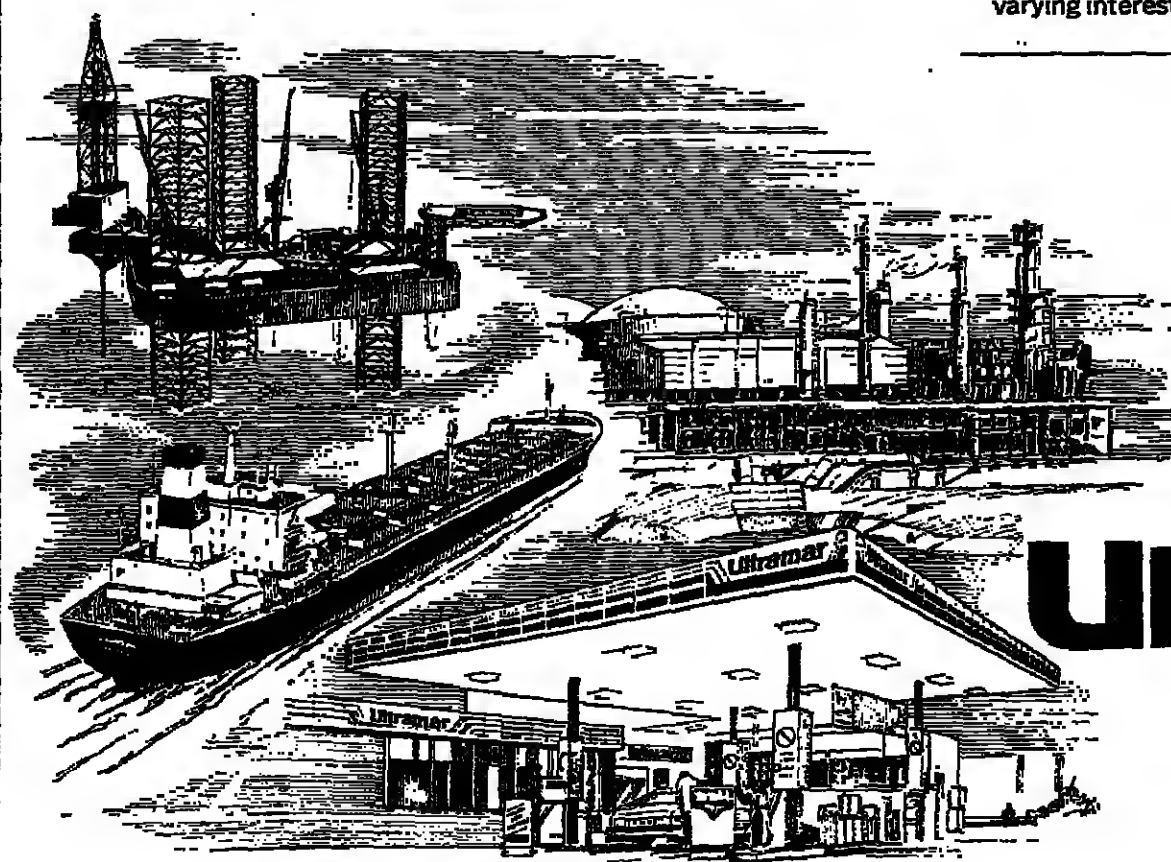
## SUMMARY OF FINANCIAL RESULTS

	First Quarter 1985 £ million	First Quarter 1984 £ million	Year 1984 £ million
Turnover (Sales revenue)	820.4	784.3	3,260.4
Profit on ordinary activities before taxation	103.6	59.4	284.9
Profit on ordinary activities after taxation	46.4	32.3	127.6
Cash flow from operations	69.2	54.5	215.4
Capital expenditures	51.3	85.4	287.7

## OPERATING RESULTS

	First Quarter 1985	First Quarter 1984	Year 1984
Sales of oil (barrels per day)	308,400	352,600	291,200
Oil refined (barrels per day)	75,600	110,300	104,000
Oil produced (barrels per day)	31,400	23,100	26,400
Gas produced (thousands of cubic feet per day)	432,200	259,100	340,000
Gross wells drilled	60	60	315
Oil and gas wells completed (in which the Group has varying interests)	33	46	201

- Delivery taken of two 76,000 ton oil-bulk-ore carriers.
- Can. \$250 million refinancing successfully completed.
- Good results expected for the remainder of 1985.



**Ultramar**

Morgan House, 1 Angel Court  
London EC2R 7AU

For a copy of the Report for the First Quarter 1985 please write to the Company Secretary at the above address.



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□ Pre-tax profits £18.3m (1983 - £15.5m)

□ Total dividend 4.9p (1983 - 4.5p)

□ Earnings per share 12.5p (1983 - 11.8p)

□ Major acquisition of Rockville Crushed Stone Inc. in USA in May 1985

□ Satisfactory start to 1985 to which Rockville expected to make material contribution

The above comprises an abridged financial statement subject to audit. The annual accounts will be posted to shareholders by 10th June 1985 and copies will be obtainable from the Company at Essex Hall, Essex Street, London WC2R 3JD

**LONDON AND NORTHERN**  
Essex Hall, Essex Street, London WC2R 3JD Tel: 01-836 9261



## Commercial Union 3 MONTHS REVIEW to 31 March 1985

**An unaudited operating loss before taxation of £17.5m was incurred for the 3 months ended 31 March 1985. There was a substantial improvement in results in the United Kingdom but, as expected, experience in the United States continued to be poor.**

The operating result before taxation achieved outside the United States was a profit of £14.2m. In the United States a loss of £31.7m was sustained.

Non-life premium income reduced by 13% in underlying terms. This reflects the action taken last year to cancel unprofitable business in the United States and to reduce the scale of our operations there.

Investment income increased by 8%, but in underlying terms showed a marginal reduction.

Life profits in all territories showed an excellent underlying growth.

In the United States non-life premium income reduced in all sectors as planned and by 28% overall. The operating result is still adversely affected by inadequate premium rates. However, increased rates are being obtained on both personal and commercial business and this should benefit results later in the year. As expected, despite a reduction in expenses of 25%, the lower premium income caused the expense ratio to rise to 32.8% (1984 31.0%). The statutory operating ratio was 126.1 (1984 114.8% and for the full year 126.8%).

In the United Kingdom there was a marked improvement in the operating result which benefited from improved claims experience, particularly in the industrial fire account, and a lower level of weather related claims.

The Netherlands continued to maintain its high level of operating profits despite competitive market conditions which restricted premium growth to less than 1%.

In Canada non-life premium income was reduced further by strong competition, particularly in personal lines because of our refusal to lower underwriting standards. In these circumstances the operating profit is a good achievement.

In the Rest of the World, excluding associated companies, there was steady growth in premium income and a satisfactory underlying increase in operating profits.

	3 months 1985 Estimate	3 months 1984 Estimate	Year 1984 Actual
Premium income			
Life	174.6	146.3	495.6
Non-life	520.1	544.4	2,159.5
Total	694.7	690.7	2,655.1
Investment income net of loan interest	64.9	59.8	275.9
Underwriting result	(99.9)	(84.1)	(439.4)
Life profits	16.7	14.2	77.9
Associated companies' earnings	0.8	1.7	12.8
Operating loss before taxation	(17.5)	(8.4)	(72.8)
Taxation and minorities	(4.2)	(0.9)	(15.5)
Operating loss	(21.7)	(9.3)	(88.3)
Realised investment gains	0.6	7.1	53.4
Loss attributable to shareholders	(21.1)	(2.2)	(34.9)
Earnings per share			
Operating loss	(5.26p)	(2.25p)	(21.44p)
Realised investment gains	0.15p	1.72p	12.92p
	(5.11p)	(0.53p)	(8.49p)
Shareholders' funds	£1,005m	£1,045m	£1,073m
Operating loss before taxation			
United States	(31.7)	(10.3)	(146.9)
United Kingdom	3.0	(10.5)	12.4
Netherlands	8.7	8.8	42.9
Canada	1.0	1.9	8.4
Rest of the World	1.5	1.7	10.4
	(17.5)	(8.4)	(72.8)
Rates of exchange			
United States	\$1.23	\$1.45	\$1.16
Netherlands	Fls4.32	Fls4.25	Fls4.13
Canada	\$1.68	\$1.84	\$1.54



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Assurance Company plc

## UK COMPANY NEWS

### Ultramar tops £100m in first quarter

FIRST QUARTER pre-tax profits of Ultramar Group, the oil and gas exploration company, surged from £58.4m to £103.6m and Mr Lloyd Bensen, chairman, expects good results for the remainder of 1985. Sales revenue for the three months expanded from £784.3m to £820.4m, after-tax profit emerged at £46.4m, against £32.3m, and cash flow from operations increased to £69.2m (£54.5m).

Mr Bensen, who in March said he expected a good result for the first quarter, states that the year has started "very well." He points out, however, that there is a seasonal imbalance to the group's business, "and we therefore cannot expect the same level of profitability in the second and third quarters as in the first."

Mr Bensen adds that there are still excess crude oil availabilities, refinery capacities, marketing outlets and transportation facilities throughout the group's operating areas.

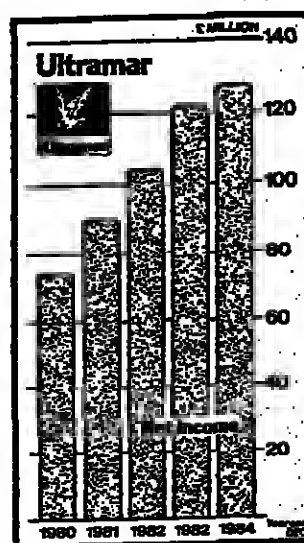
Profits for 1985, "will depend to some extent on factors beyond our control, particularly crude oil prices and currency exchange rates. Nevertheless, we do expect good results from the remainder of the year," the chairman states.

Operating profits amounted to £63.2m, compared with £46.9m and were split as exploration and production—Indonesia

£24.9m (£17.8m); UK £13.5m (£12.3m); Western Canada £1.8m (£1.3m); U.S. £1m loss (£0.8m loss); Enstar operations £3.3m (nil); other areas £0.5m loss (£0.4m loss). Refining and marketing—Canada and U.S. east coast £17.9m (£17.3m); U.S. west coast £0.2m loss (£0.5m profit); UK £0.9m (£0.5m); international trading £0.2m loss (£0.7m loss). Shipping £2.7m (£1.4m loss); other activities £0.1m (£0.2m).

Mr Bensen points out that the group's principal upstream operations, the producing divisions in Indonesia, the North Sea and western Canada, contributed about 70 per cent of profits. Downstream operations to eastern Canada and the UK, as well as the shipping division were also profitable, but U.S. refining and marketing operations, he says, continued to be affected by weak price competition.

The chairman says that first quarter results were adversely affected by the abnormal currency exchange fluctuations since the beginning of the year. Because of the strong dollar, in the opening 10 weeks the group's profits were consequently reduced, as the price of LNG varies inversely with the value of the dollar measured against a basket of currencies. "Normally this would be offset by an increase in our reported



barrels per day. Gas production from these areas was at a rate of 432m cubic feet per day, while sales of crude oil and petroleum products for the first quarter were 308,400 barrels per day.

To date, the group has taken delivery of the first two of the six 76,000-ton oil-bulk-ore carriers built in Japan. Since coming into service these vessels have delivered crude oil to the Quebec refinery, coal to Taiwan and fuel oil to the U.S. Gulf Coast, the directors say. They expect delivery of a third vessel on June 1 and the remaining vessels at two-month intervals.

The directors point out that the group's Canadian subsidiaries have recently completed a major refinancing in that country involving two public issues totalling C\$250m in the form of preferred shares. They say this will result in a considerable interest saving for Ultramar.

First quarter interest paid by the group, amounted to £15.4m, compared with £17.5m, and the pre-tax figure was after higher distribution costs and administrative expenses of £43.2m (£34.3m), but included £20.4m share of profits in associated companies against £0.2m.

After tax of £57.2m (£27.1m) net profits were £46.4m (£32.3m) giving earnings of 17.1p (11.9p) per share. See Lex.

## MINING NEWS

### In defence of copper producers

BY KENNETH MARSTON, MINING EDITOR

AT THE annual dinner of the Institution of Mining and Metallurgy Mr James Ongpin, president of the Philippines copper and gold-producing Benguet Corporation, stoutly defended the copper producers in the lesser developed countries.

Broadly, he rejected criticism, often voiced in North America, that the mines in these countries operate at an unfair advantage over their competitors and are more concerned with earning foreign exchange than with normal commercial considerations, thus contributing to the over-supply of the metal that has depressed prices.

The uneconomic mines that should close down, or reduce output, were more likely to be found in North America, Mr Ongpin said. This, of course, had already happened to a large degree and his theme was not one that improved the digestive processes of his audience, but it left them with food for thought. Basically it underlined the need for the base metal mining industry in the developed countries to improve efficiency further and cut costs, a painful

process that was beginning to pay off. But it needs governmental encouragement, particularly in Australia, according to Dr Ian Story in his address to the Australian Mining Industry Council seminar.

He sees the outlook as one of flat prices for base metals, increased competition from the lesser developed countries and substitution from ceramics. At the same time he joins Sir Roderick Carnegie of CRA and others in criticising excessive government taxes and charges which reduce the competitiveness of Australia's mineral exports.

The Australian mining industry has been given a reprieve by devaluation of the currency, Dr Story says, but it can no longer rely on rising commodity prices. Instead it should focus on the marketing of its products and on improved productivity and technology. Indonesian tin Canada is also losing its competitive edge in natural resources has been expressed by Mr Alfred Powis, chairman of Noranda. In this case the problem, stems from

the strength of the Canadian dollar which has inflated the country's relative cost structure. He points out in the company's annual report that because the Canadian dollar is linked with that of the U.S. it has risen sharply in value against many other currencies.

Over the past five years it has moved up 112 per cent over the South African rand, 70 per cent against sterling, over 60 per cent against the Deutsche Mark and nearly 50 per cent against the Swiss franc. "When that is coupled with the fact that virtually all of our

important, international competitors have had major devaluations against European currencies, the impact has been close to lethal," he says.

Mr Powis does not consider Canada's primary industries to be inefficient—"by any measure we are at least as efficient as anything that exists elsewhere in the world". He hopes for an orderly decline in the U.S. and Canadian dollars "to levels more in keeping with international competitive realities. The only other alternative is to uncouple our currency from the U.S. dollar."

### Benguet shows net loss

Benguet Corporation, one of the largest producers of copper and gold in the Philippines made a net loss of P63.3m (£2.9m) in the first quarter of this year, compared with a net profit of P22.3m (£0.9m) in the same period of 1984, reports Leo Gonzaga from Manila.

The Benguet president, has decided not to pay its usual mid-year dividend. As already announced, Benguet has decided not to pay its usual mid-year dividend.

# Two leading Norwegian banks merge in October.

Sparebanken Oslo Akershus, the largest savings bank in Norway, and Union Bank of Norway Ltd. (Fellesbanken A/S), a leading commercial bank acting as the central bank for the Norwegian savings banks, will merge in October 1985.

Domestically the bank will be named ABC-bank, while internationally we will be known as Union Bank of Norway.

**The merged bank will be one of the 4 major Norwegian banks.**

The domestic network will consist of more than 100 branches in the Oslo and central eastern region, and regional branches throughout Norway.

Internationally the bank will be represented in Luxembourg, London, New York, Helsinki, Stockholm and Copenhagen.

#### Assets and equity.

The merged bank will have total assets of approx. NOK 30,000 mill., equity of NOK 1,635 mill. (including subordinated capital of NOK 470 mill.), and 2,400 employees.

#### Central bank for the Norwegian savings banks.

The new bank will continue the role as a central bank for the Norwegian savings banks, a banking group with assets of NOK 120,000 mill., and 1300 branches,

Profit and Loss account	(AMOUNTS IN NOK MILLION)		
	1984 TOTAL	1984 SOA	1984 UBN
Interest and credit commission income	3,039	1,834	1,205
Interest expenses	2,237	1,267	970
Net interest and Credit commission income	802	567	235
Other operating income	282	127	155
Other operating expenses	833	562	271
Operating profit before losses and provisions for losses	251	132	119

Balance sheet	1984 TOTAL	1984 SOA	1984 UBN
Total assets	27,799	16,030	11,769
Growth in %	13.5	13.4	13.6
Deposits from customers	16,304	11,706	4,598
Growth in %	22.0	16.9	37.2
Gross loans	17,129	10,308	6,821
Growth in %	18.7	17.5	20.5
Equity and subordinated loan	1,635	1,007	628
Capital in % of total assets	5.9	6.3	5.4
Provisions to cover potential losses on loans	523	308	215
In % of loans	3.1	3.0	3.2

SOA = Sparebanken Oslo Akershus. UBN = Union Bank of Norway Ltd. TOTAL = UBN + SOA.

representing 40% of the Norwegian banking market.

#### International activities will be expanded.

Our aim is to offer an outstanding service to international banks and companies, particularly in the areas of international markets, foreign exchange and securities.

The bank's domestic network and

local know-how make us an ideal banking partner in Norway.

#### Union Bank of Norway

Sparebanken Oslo Akershus  
P.O.Box 1175, Sentrum  
0107 Oslo 1  
Tel. 472 31 90 50  
Telex 71904

Union Bank of Norway Ltd.  
(Fellesbanken A/S)  
P.O.Box 1172 Sentrum  
0107 Oslo 1  
Tel. 472 41 95 80  
Telex 19 470

Domestic: **ABC**



## Suter 'replenishing its coffers' with £12m rights

BY STEFAN WAGSTYL

Suter, the acquisitive engineering, distribution and packaging group headed by Mr David Abell, is raising £12m by way of a one-for-four rights issue to help pay for a series of recent takeovers.

Mr Abell said the company was "replenishing its coffers" and cutting back the borrowings built up over the last two years by making acquisitions, among them the recent purchases of Francis Industries for £15.5m and Lake and Elliot for nearly £3m.

The company said that acquisitions would continue to play an important part in its expansion strategy. However, buoyant trading conditions and encouraging prospects also justified additional investment in productive capacity.

The group's borrowings are expected to fall from £14.7m against net assets of £26m to under £2m against net assets of £40m following the rights issue and the conversion of outstanding convertible loan stock later this year.

The terms of the issue underwritten by merchant bank Robert Fleming are one new share at 120p for every four ordinary shares, and one new share at 120p for every £100 of convertible loan stock. The stock market marked the ordinary shares down 3p to 136p on the announcement.

Suter says that its 1985 results will include a first full-year contribution from Francis, and a part-year contribution from Lake and Elliot. Sales for the first quarter were a significant improvement on 1984 and the outlook was extremely encouraging.



Mr David Abell

Since Mr Abell, a former senior executive at BL, took control in 1978 by a series of acquisitions which began with the purchase from BL of Prestcold, the refrigeration group.

The company has profited from buying and selling stakes in other listed companies—most notably James Neil, the Sheffield hand tool company—and in taking over business outright. It currently has declared stakes in

two engineering groups, F. H. Lloyd and Newman Industries.

### comment

It is only to be expected that Suter should want to refill its cash chest. In the last seven years, the group has worked hard to bring down borrowings, which were very high at the time of the Prestcold purchase, without sacrificing its expansion plans. Along the way Mr David Abell and his colleagues have built up a group of businesses which demonstrated their ability to generate strong internal growth last year and look like doing the same again this year.

The City, however, has yet to be convinced. Suter still has a reputation for quick-share share dealing which attracts criticism from those who doubt the group's ability to pursue sound long-term expansion. The belief persists that sooner or later Suter will bite off more than it can chew and develop severe indigestion. Such comments look increasingly childish given the way that the original Suter and Prestcold businesses have performed over the last five years—a long enough track record.

But Suter could also do itself a lot of good by talking less aggressively about F. H. Lloyd, for example. Nevertheless, the shares seem to be somewhat behind events at the company, even though Suter has found unexpected pre-acquisition problems in the accounts of Francis Industries. On an ex-rights price of 136p, the shares change hands on a multiple of about 10, fully diluted, assuming full-year profits of £3m pre-tax and a 28 per cent tax charge.

## Smith St Aubyn in loss and cuts final

Smith St Aubyn (Holdings), discount broker and banker, has announced a net loss of £628,000 for the year to April 5 1985, compared with profits of £2.52m.

At the interim stage the directors said that the basic rate rise in the period resulted in a loss which was covered by undisclosed reserves. They then announced an unchanged interim dividend of 1.5p.

The directors are now dropping the final payment by 2.5p to 0.5p, bringing the total for the year to 2p against 4.5p. The net loss was struck after providing for rebate, tax, all expenses, and after a transfer from the reserves for contingencies.

After dividend payments, but including the balance brought forward, retained profit for the year emerged lower at £2.78m (£3.98m).

The company's capital and published reserves at April 5 were £9.8m (£11m), with loans and deposits standing at £329.92m (£400.95m).

Of the listed investments, the company has gone short on gilts to the extent of £3.6m, against holdings of £48.4m. Loans and amounts receivable are shown considerably lower at £11.8m (£20.44m), while mortgage bonds and deeds are down from £6.1m to £4.35m.

## Emess Lighting calls for £3m to help fund lampshade bid

BY LIONEL BARNER

Emess Lighting, the London-based lighting products group, yesterday announced an agreed £3.25m cash and shares bid for Marchant Holdings, the privately-owned Hertfordshire-based table-lamp and lampshade manufacturers.

The combined group will have around 10 per cent of the £180m UK domestic lighting market, traditionally dominated by Italian and Spanish imports. Emess is raising £3.3m net in a one-for-three rights issue, already underwritten, to fund the cash part of the purchase. It is also proposing a 5.5p per share dividend for 1985, a 20 per cent rise on last year.

"Marchant is one of the most respected names in the industry," said Mr Michael Meyer, the South African-born chairman of Emess, "and the acquisition will create a major force in an expanding market."

Emess is one of the UK's fastest growing lighting products manufacturers. Since it obtained a full stock market quote in 1980, it has enjoyed a compound earnings growth of 20 per cent per year, recently announcing pre-tax profits of £553,000, almost double the previous year.

Marchant specialises in manufacturing lampshades and lamp bases, supplying major UK chain stores, including Habitat. It announced pre-tax profits of £300,000 on turnover of £8.8m in the year to December 1984, and was considering offering for a quote on the Unlisted Securities Market, according to Mr Meyer.

Marchant operates from three main plants: Roston, Hertfordshire, Newton Abbot, Devon, and west London. One of its strengths is that it manufactures high-volume ceramic bases for lamps. According to Mr Meyer, some 40 per cent of domestic lighting sales in the UK are in

lampshades and lampshades.

Under the terms of the deal, Emess is offering 453,806 of its ordinary shares to Marchant issued at rights at 212½p a share. This is worth around £1m.

In addition the one-for-three rights issue, priced at a keen discount of just over 11 per cent, at 190p, will raise around £3.35m net of expenses. This will go towards the purchase and avoids the need to borrow to fund the acquisition.

A further £1.75m is payable in cash to Marchant providing it achieves pre-tax profits of £800,000 in 1985.

Mr Meyer pointed out that County Bank, which underwrote yesterday's rights issue, previously held around 18 per cent of Marchant's equity. However,



it had decided to take up Emess shares, giving it between 3 per cent and 4 per cent of the new group. "We take this as a sign of confidence in the future," said Mr Meyer.

The UK lighting industry has been stimulated by the decision of major retailers, notably Marks and Spencer, to revamp their homeware operations. Another retailer, Next, intends to open some 30 stores, with lighting products featuring prominently, said Mr Meyer.

He stressed that he intended to keep the new group decentralised with each operation being kept separate rather than a full-scale merger taking place. After completion of the acquisition, Mr David Weatherly, Marchant's chief executive, will join the Emess board.

## Granville & Co. Limited

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### Over-the-Counter Market

High	Low	Company	Price	Change	Gross Yield	F/E	Fully
145	123	Ass. Brit. Ind. Ord.	145	—	8.6	4.3	8.0
151	135	Ass. Brit. Ind. CULS	150	—	10.0	8.8	—
77	51	Airsprung Group	54	—	8.4	11.9	8.0
42	26	Armstrong & Rhoder	34	—	2.9	8.5	4.2
147	108	Bardon Hill	147	—	3.4	2.3	14.8
58	42	Bry Technologies	53	—	3.9	7.4	8.4
201	163	CCL Ordinary	163	—	12.0	7.4	4.0
152	110	CCL 11p Conv. Prel.	110	—	16.7	13.8	—
130	100	Carborundum Ord.	115	—	4.8	4.3	8.7
68	54	Carborundum 7.5p Pl.	58	—	10.7	12.2	—
73	48	Deborah Services	49	—	8.5	13.5	4.6
320	282	Frank Horrell	320	—	—	—	12.8
258	170	Frank Horrell Pr Ord	250	—	8.6	3.7	10.4
32	25	Frederick Parker	29	—	—	—	—
58	33	George Blair	57	—	—	—	2.8
30	20	Ind. Precision Castings	20	—	2.7	13.5	5.5
218	183	Isis Group	183	—	15.0	8.2	7.3
124	101	Jackson Group	105	—	4.8	4.7	4.9
285	213	James Burrough	228	—	13.7	5.8	8.4
83	62	James Burrough Sp. Pl.	63	—	12.9	14.6	—
97	71	John Howard and Co.	86	—	5.0	5.8	6.8
224	180	Liquidation 10.5p Pl.	224	—	—	—	8.6
100	93	Liquidation 10.5p Pl.	98	—	15.0	15.3	—
850	300	Miniature Holding NV	640	—	6.9	1.1	27.8
120	31	Robert Jenkins	57	—	5.0	2.8	—
60	28	Scrutiny "A"	34	—	5.7	16.8	17.9
92	61	Today & Carlisle	76	—	—	—	5.2
440	330	Travian Holdings	330	—	4.3	1.1	17.3
30	17	Unilever Holdings	30	—	1.3	4.3	16.8
101	81	Walker Alexander	101	—	7.5	7.4	10.0
247	218	W. S. Tarnes	225	—	17.4	1.7	8.4

Prices and details of services now available on Prestel, page 40146

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TRADE FINANCIERS

## Causeway sets up BES fund

The latest Business Expansion Scheme fund of the current tax year comes from the investment management group Causeway Capital, which is asking investors for between £1m and £3m.

The fund is being formed in conjunction with the merchant bank J. Henry Schroder Wages, stockbrokers De Zoete & Revan, the chartered accountants Thornton Baker and Towry Law (Holdings), the insurance brokers, Causeway is accepting investments of a minimum of £2,000, applications for which must be received by July 12.

Causeway will be investing between £100,000 and £350,000 in unlisted groups in all industrial and commercial sectors permitted under the BES, and start-ups and management buy-outs may also be included. Causeway's 1984-85 BES fund attracted £1.6m.

## Barclays finds partner for Japan trust banking plan

BY DAVID LASCELLES, BANKING CORRESPONDENT

Barclays Bank has found a partner for its proposed entry into the Japanese trust banking business. It is Toyo Trust, one of the major Japanese trust banks.

Barclays is one of nine foreign banks which have applied to the Japanese Ministry of Finance for a trust banking licence. However, a condition is that the applicants must form a partnership with a local concern in order to have the necessary staff and expertise.

The Ministry of Finance has said that up to eight licences will be granted, so at least one applicant will be turned down. The other hopefuls are six U.S. banks and two Swiss. Barclays' chances are considered to be good because of the Japanese wish to improve banking links with the UK.

Barclays said it applied for a licence since this represented a rare opportunity to break into a new market in Japan, where controls on the financial system are tight. If successful, it would engage in pension and trust fund management, and securities handling.

Morgan Grenfell, advisers to Associated Dairies Group, yesterday placed 27.9m shares which ADG had received as consideration for 14.9m shares in MFI Furniture. The placing, at 147½p, represented 2.5 per cent of ADG's equity as expanded by its acquisition of MFI.

The merchant bank bought the 7.52 per cent stake in MFI on behalf of ADG before the agreed offer for the furniture group was announced. The bid went unconditional on Tuesday.

## Birmingham Post & Mail transfer cleared

The Government has cleared following a favourable Monopolies Commission report published yesterday, a transfer of control of 39 newspapers in the Birmingham Post and Mail group within the Iiffe family. The commission, which must report on any proposed change of ownership of the newspapers, said the transfer "may not be expected to act against the public interest."

Under the proposed change, the trustees of Lord Iiffe's 1989 Settlement will become proprietors of the newspapers, including the Birmingham Post itself, instead of Mr R. P. R. Iiffe. The trustees are already proprietors of 20 Coventry and Cambridge newspapers.

Mr Iiffe told the commission that the change was for reasons of convenience, and to obtain more beneficial tax treatment of trading losses. Practical control and management of the newspapers would remain unchanged.

# GRAND METROPOLITAN

## INTERIM REPORT 1985

I stated at the Annual General Meeting in March that it seemed inevitable that the group's profits before taxation for the first half of the current year would be significantly lower than those reported for the same period last year. In the event, the profit before taxation for the first half was £131.9 million compared with £147.0 million a year ago and earnings per share were 12.6p as against 13.0p.

Brewing, made satisfactory progress in the United Kingdom, and would have reported significantly higher trading profits but for disappointing results in a difficult market in Germany. Consumer Services achieved an improved overall performance from its retailing, leisure and contract services activities which cushioned the impact of a reduced contribution from casino operations arising from increased competition in the London gaming market. The results of Foods began to benefit from the action taken by management to adjust to the structural changes in the market for milk products which have affected performance in recent years.

The fall in trading profits reported for the United States sector as a whole conceals underlying growth in the earnings of many of its operations. In part, the fall in trading profits was attributable to reduced levels of consumer demand for fitness equipment. In the main, however, it reflected the continuing effects of price competition in the market for generic and private label cigarettes and the absence of any

contribution to trading profits from the cigarette operation. The discounts first introduced by a competitor almost a year ago in the form of promotional price incentives have recently been extended for a further six months to 31 December, 1985.

In the international sector, Hotels took full advantage of strong demand for hotel accommodation in Europe, and once again generated trading profits which compared favourably with the corresponding period of last year. Wines and Spirits achieved further growth in almost every part of the world, and is now much the largest single contributor to the trading profits of the group.

The benefit arising from translation of the trading profits of the United States operation into sterling at a lower average rate of exchange was offset to some degree by the higher sterling cost of interest payable in US dollars.

The Board has decided to pay an interim dividend for the year ending 30 September, 1985 of 4.0p per share (1984-3.7p) on 7 October, 1985 to shareholders on the register on 30 August, 1985. The cost of the interim dividend will be £30.7 million (1984-£27.0 million).

15 May, 1985 SG Grinstead Chairman

	Half year to 31 March (unaudited)	Year to 30 September
Turnover	1985 £m	1984 £m
United Kingdom	302.1	317.6
Brewing	579.6	550.8
Consumer Services	567.6	552.8
United States	765.7	571.9
Consumer Products	183.9	153.4
International	551.5	492.4
Hotels	2,750.4	2,438.9
Wines and Spirits	—	5,075.0
Trading profit	1985 £m	1984 £m
United Kingdom	30.3	30.2
Brewing	28.3	32.0
Consumer Services	11.1	8.7
United States	38.8	60.4
Consumer Products	10.6	8.7
International	66.6	59.1
Hotels	187.7	199.1
Wines and Spirits	(55.8)	(52.1)
Profit on ordinary activities before taxation	131.9	147.0
Taxation	(84.6)	(48.5)
Profit on ordinary activities after taxation	97.3	98.5
Minority shareholders' interests	(2.4)	(2.5)
Preference dividends	(0.2)	(0.3)
Profit attributable to ordinary shareholders before extraordinary items	94.7	95.7
Deferred taxation	—	(20.0)
Other extraordinary items	26.0	10.7
Profit after extraordinary items	120.7	106.4
Earnings per share	12.6p	13.0p

NOTES  
1 Profits and losses of overseas subsidiaries are translated into sterling at weighted average rates of exchange.  
2 Sales of £27.2 million in respect of CC Soft Drinks Ltd were included in Brewing turnover in the first half of 1984 but excluded from the full year's figures, following its sale in May, 1984.  
3 The charge for taxation is estimated on the basis that the rate of UK corporation tax will be 42.5% (1984-47.5%) and includes overseas taxation of £24.4 million (1984-£22.2 million).  
4 Earnings per share is calculated by reference to the profit attributable to ordinary shareholders before extraordinary items.  
5 The figures for the year to 30 September, 1984 have been extracted from accounts which have been filed with the Registrar of Companies and contain an unqualified audit report.

Grand Metropolitan PLC, 11/12 Hanover Square, London W1A 1DP

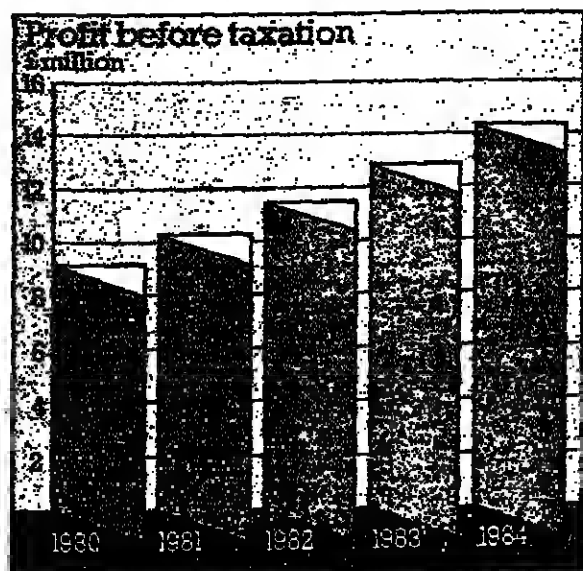
# Matthew Hall

Public Limited Company

INTERNATIONAL ENGINEERING DESIGNERS AND CONTRACTORS

## Steady growth maintained

- Further increase in pre-tax profit—up 10 per cent.
- Dividend for the year increased by 12½ per cent and 1-for-1 scrip issue proposed.
- Good results in both the UK and Australia from the mechanical and electrical sector despite keen margins.
- Oil, gas and chemical sector performed well in the UK and Holland but results from the USA remain disappointing.
- UK mining operations affected by the miners' strike, whilst the American mining market still remains depressed.
- Group order book sound and a reasonable year in 1985 anticipated.



### Summary of Results

	1984 £'000	1983 £'000
Turnover	382,769	361,165
Value Added	201,439	187,195
Profit on ordinary activities before taxation	14,245	12,862
Profit attributable to shareholders	6,914	3,903
Shareholders' funds	48,662	42,936
Dividends per share	7.875p	7.0p
Earnings per share	20.23p	16.91p

The Summary of Results shown above is an abridged version of the audited accounts which have been, and will be, filed with the Registrar of Companies. The Auditors' reports are unqualified.

The Annual General Meeting will be held in London on Friday, 7th June, 1985. Copies of the Annual Report 1984, containing the Chairman's Statement in full and a Review of the Year, may be obtained from the Secretary, Matthew Hall PLC, Matthew Hall House, 7 Baker Street, London W1M 1AR. Telephone: 01-838 9384. Telex: 291441.











## NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

[illegible]

**Continued on Page 39**



## AMERICAN STOCK EXCHANGE COMPOSITE CLOSING PRICES

12 Month	High	Low	Stock	Dr. Yld.	P/E	Stk.	12 Month	High	Low	Stock	Dr. Yld.	P/E	Stk.	12 Month	High	Low	Stock	Dr. Yld.	P/E	Stk.	12 Month	High	Low	Stock	Dr. Yld.	P/E	Stk.	12 Month	High	Low	Stock	Dr. Yld.	P/E	Stk.
74	101	91	ADP	12	20	43	75	101	91	ADP	12	20	43	76	101	91	ADP	12	20	43	77	101	91	ADP	12	20	43	78	101	91	ADP	12	20	43
75	101	91	ADP	12	20	43	79	101	91	ADP	12	20	43	80	101	91	ADP	12	20	43	81	101	91	ADP	12	20	43	82	101	91	ADP	12	20	43
76	101	91	ADP	12	20	43	83	101	91	ADP	12	20	43	84	101	91	ADP	12	20	43	85	101	91	ADP	12	20	43	86	101	91	ADP	12	20	43
77	101	91	ADP	12	20	43	87	101	91	ADP	12	20	43	88	101	91	ADP	12	20	43	89	101	91	ADP	12	20	43	90	101	91	ADP	12	20	43
78	101	91	ADP	12	20	43	91	101	91	ADP	12	20	43	92	101	91	ADP	12	20	43	93	101	91	ADP	12	20	43	94	101	91	ADP	12	20	43
79	101	91	ADP	12	20	43	95	101	91	ADP	12	20	43	96	101	91	ADP	12	20	43	97	101	91	ADP	12	20	43	98	101	91	ADP	12	20	43
80	101	91	ADP	12	20	43	99	101	91	ADP	12	20	43	100	101	91	ADP	12	20	43	101	101	91	ADP	12	20	43	102	101	91	ADP	12	20	43
81	101	91	ADP	12	20	43	103	101	91	ADP	12	20	43	104	101	91	ADP	12	20	43	105	101	91	ADP	12	20	43	106	101	91	ADP	12	20	43
82	101	91	ADP	12	20	43	107	101	91	ADP	12	20	43	108	101	91	ADP	12	20	43	109	101	91	ADP	12	20	43	110	101	91	ADP	12	20	43
83	101	91	ADP	12	20	43	111	101	91	ADP	12	20	43	112	101	91	ADP	12	20	43	113	101	91	ADP	12	20	43	114	101	91	ADP	12	20	43
84	101	91	ADP	12	20	43	115	101	91	ADP	12	20	43	116	101	91	ADP	12	20	43	117	101	91	ADP	12	20	43	118	101	91	ADP	12	20	43
85	101	91	ADP	12	20	43	119	101	91	ADP	12	20	43	120	101	91	ADP	12	20	43	121	101	91	ADP	12	20	43	122	101	91	ADP	12	20	43
86	101	91	ADP	12	20	43	123	101	91	ADP	12	20	43	124	101	91	ADP	12	20	43	125	101	91	ADP	12	20	43	126	101	91	ADP	12	20	43
87	101	91	ADP	12	20	43	127	101	91	ADP	12	20	43	128	101	91	ADP	12	20	43	129	101	91	ADP	12	20	43	130	101	91	ADP	12	20	43
88	101	91	ADP	12	20	43	131	101	91	ADP	12	20	43	132	101	91	ADP	12	20	43	133	101	91	ADP	12	20	43	134	101	91	ADP	12	20	43
89	101	91	ADP	12	20	43	135	101	91	ADP	12	20	43	136	101	91	ADP	12	20	43	137	101	91	ADP	12	20	43	138	101	91	ADP	12	20	43
90	101	91	ADP	12	20	43	139	101	91	ADP	12	20	43	140	101	91	ADP	12	20	43	141	101	91	ADP	12	20	43	142	101	91	ADP	12	20	43
91	101	91	ADP	12	20	43	143	101	91	ADP	12	20	43	144	101	91	ADP	12	20	43	145	101	91	ADP	12	20	43	146	101	91	ADP	12	20	43
92	101	91	ADP	12	20	43	147	101	91	ADP	12	20	43	148	101	91	ADP	12	20	43	149	101	91	ADP	12	20	43	150	101	91	ADP	12	20	43
93	101	91	ADP	12	20	43	151	101	91	ADP	12	20	43	152	101	91	ADP	12	20	43	153	101	91	ADP	12	20	43	154	101	91	ADP	12	20	43
94	101	91	ADP	12	20	43	155	101	91	ADP	12	20	43	156	101	91	ADP	12	20	43	157	101	91	ADP	12	20	43	158	101	91	ADP	12	20	43
95	101	91	ADP	12	20	43	159	101	91	ADP	12	20	43	160	101	91	ADP	12	20	43	161	101	91	ADP	12	20	43	162	101	91	ADP	12	20	43
96	101	91	ADP	12	20	43	163	101	91	ADP	12	20	43	164	101	91	ADP	12	20	43	165	101	91	ADP	12	20	43	166	101	91	ADP	12	20	43
97	101	91	ADP	12	20	43	167	101	91	ADP	12	20	43	168	101	91	ADP	12	20	43	169	101	91	ADP	12	20	43	170	101	91	ADP	12	20	43
98	101	91	ADP	12	20	43	171	101	91	ADP	12	20	43	172	101	91	ADP	12	20	43	173	101	91	ADP	12	20	43	174	101	91	ADP	12	20	43
99	101	91	ADP	12	20	43	175	101	91	ADP	12	20	43	176	101	91	ADP	12	20	43	177	101	91	ADP	12	20	43	178	101	91	ADP	12	20	43
100	101	91	ADP	12	20	43	179	101	91	ADP	12	20	43	180	101	91	ADP	12	20	43	181	101	91	ADP	12	20	43	182	101	91	ADP	12	20	43
101	101	91	ADP	12	20	43	183	101	91	ADP	12	20	43	184	101	91	ADP	12	20	43	185	101	91	ADP	12	20	43	186	101	91	ADP	12	20	43
102	101	91	ADP	12	20	43	187	101	91	ADP	12	20	43	188	101	91	ADP	12	20	43	189	101	91	ADP	12	20	43	190	101	91	ADP	12	20	43
103	101	91	ADP	12	20	43	191	101	91	ADP	12	20	43	192	101	91	ADP	12	20	43	193	101	91	ADP	12	20	43	194	101	91	ADP	12	20	43
104	101	91	ADP	12	20	43	195	101	91	ADP	12	20	43	196	101	91	ADP	12	20	43	197	101	91	ADP	12	20	43	198	101	91	ADP	12	20	43
105	101	91	ADP	12	20	43	199	101	91	ADP	12	20	43	200	101	91	ADP	12	20	43	201	101	91	ADP	12	20	43	202	101	91	ADP	12	20	43
106	101	91	ADP	12	20	43	203	101	91	ADP	12	20	43	204	101	91	ADP	12	20	43	205	101	91	ADP	12	20	43	206	101	91	ADP	12	20	43
107	101	91	ADP	12	20	43	207	101	91	ADP	12	20	43	208	101	91	ADP	12	20	43	209	101	91	ADP	12	20	43	210	101	91	ADP	12	20	43
108	101	91	ADP	12	20	43	211	101	91	ADP	12	20	43	212	101	91	ADP	12	20	43	213	101	91	ADP	12	20	43	214	101	91	ADP	12	20	43
109	101	91	ADP	12	20	43	215	101	91	ADP	12	20	43	216	101	91	ADP	12	20	43	217	101	91	ADP	12	20	43	218	101	91	ADP	12	20	43
110	101	91	ADP	12	20	43	219	101	91	ADP	12	20	43	220	101	91	ADP	12	20	43	221	101	91	ADP	12	20	43	222	101	91	ADP	12	20	43
111	101	91	ADP	12	20	43	223	101	91	ADP	12	20	43	224	101	91	ADP	12	20	43	225	101	91	ADP	12	20	43	226	101	91	ADP	12	20	43
112	101	91	ADP	12	20	43	227	101	91	ADP	12	20	43	228	101	91	ADP	12	20	43	229	101	91	ADP	12	20	43	230	101	91	ADP	12	20	43
113	101	91	ADP	12	20	43	231	101	91	ADP	12	20	43	232	101	91	ADP	12	20	43	233	101	91	ADP	12	20	43	234	101	91	ADP	12	20	43
114	101	91	ADP	12	20	43	235	101	91	ADP	12	20	43	236	101	91	ADP	12	20	43	237	101	91	ADP	12	20	43	238	101	91	ADP	12	20	43
115	101	91	ADP	12	20	43	239	101	91	ADP	12	20	43	240	101	91	ADP	12	20	43	241	101	91	ADP	12	20	43	242	101	91	ADP	12	20	43
116	101	91	ADP	12	20	43	243	101	91	ADP	12	20	43	244	101	91	ADP	12	20	43	245	101	91	ADP	12	20	43	246	101	91	ADP	12	20	43
117	101	91	ADP	12	20	43	247	101	91	ADP	12	20	43	248	101	91	ADP	12	20	43	249	101	91	ADP	12	20	43	250	101	91	ADP	12	20	43
118	101	91	ADP	12	20	43	251	101	91	ADP	12	20	43	252	101	91	ADP	12	20	43	253	101	91	ADP	12	20	43	254	101	91	ADP	12	20	43
119	101	91	ADP	12	20	43	255	101	91	ADP	12	20	43	256	101	91	ADP	12	20	43	257	101	91	ADP	12	20	43	258	101	91	ADP	12	20	43



**OVER-THE-COUNTER** Nasdaq national market, 2:30pm prices

**WORLD VALUE OF THE DOLLAR**  
every Friday in the Financial Times



## MARKET REPORT

# Confidence returns and equity index closes within a whisker of all-time high

## Account Dealing Dates

## Option

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## FINANCIAL TIMES STOCK INDICES

	May 15	May 14	May 13	May 12	May 11	May 10	Year
Government Secs.	80.57	80.75	80.51	80.30	80.06	80.06	79.87
Fixed Interest	85.50	85.53	85.82	85.31	85.33	85.33	84.72
Ordinary	1022.3	1012.3	1015.3	1001.9	991.1	986.5	978.4
Gold Mines	496.8	511.5	487.1	483.2	491.8	478.5	487.5
Ord. Div. Yield	4.47	4.52	4.52	4.52	4.51	4.51	4.45
Earnings, Yld. (full)	11.82	11.35	11.28	11.45	11.37	11.59	12.35
P/E Ratio (est.)	10.85	10.73	10.80	10.64	10.53	10.51	11.65
Total bargains (est.)	28,607	29,451	27,877	27,255	24,998	24,518	24,468
Equity turnover (m)	487.0	439.7	514.4	467.9	497.4	346.8	283.1
Shares traded (m)	30,396	32,323	27,245	28,263	21,643	18,984	18,984
Shares traded (m)	25.77	28.85	22.7	21.7	16.2	14.9	

12 am 1015.0, 11 am 1015.7, Noon 1018.1, 1 pm 1018.5.

Basis 100 Govt. Secs. 151/128, Fixed Int. 1528, Ordinary 1/7/56.

Gold Mines 12/9/55. Latest issue 1974.

Largest issue 101-246 5025.

\*Mid = 12.54.

## HIGHS AND LOWS S.E. ACTIVITY INDICES

	1985	Since Completion	May 14	May 15
Govt. Secs.	80.00	72.02	127.4	154.3
Fixed Int.	85.00	85.00	101/104	100.0
Ordinary	1024.0	1024.0	101/104	100.0
Gold Mines	505.0	505.0	101/104	100.0

Sector centred on British Telecom which made steady progress to close 31p at 229p.

Elsewhere, equities fell 10 to 27p.

Associated Dairies firmed 4 to 15p following the placing of 27m shares at 147p per share in connection with the agreed takeover of the top 1000 shares of the company.

Grand Metropolitan were given a strong boost by news of interim profits near the top of expectations and touched 320p prior to the rise to 317p.

On the other hand, Truistone Fortis shed 5 to 146p at talk that a broker had downgraded profit estimates. Ladbroke dipped to 265p following adverse Press comment, but a statement from the company restored confidence and the close was only 3p cheaper on balance at 267p.

BTR feature

BTR were prominent among miscellaneous industrial leaders and advanced to 760p after setting 20 higher at 757p; the chairman announced at the annual meeting the sale of Dunlop Tire at the U.S. Pilkington Brothers, reflecting American buying, put shares at 15 to 307p, while Glaxo, up 1 more at 121p, were assisted by a broker's upgraded profits forecast. Vauxhall of a new drug left Fisons 7 dearer at 310p, while Exponent responded to the chairman's encouraging statement at the annual meeting with a rise of 10 to 115p. Buyers followed after the results, higher at 950p, after the previous day's bout of profit-taking. Barham firmed 10 more to 500p and Consultants rose 6 to 69p following the chairman's optimistic remarks regarding the company's new Bureau Service for stockbrokers. Renewed support lifted Rank's shares 3 to 125p, but Christie's International remained on offer and fell 15 further to 575p. Sizeable buying again developed of British Aerospace new early-placed shares which settled 3p firmer at 247p.

GRA Group rose 4 to 67p in

hand, a withdrawal of speculative support in the absence of any bid developments prompted a sharp reaction in Millers which fell 10 to 27p.

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BTR were prominent among miscellaneous industrial leaders and advanced to 760p after setting 20 higher at 757p; the chairman announced at the annual meeting the sale of Dunlop Tire at the U.S. Pilkington Brothers, reflecting American buying, put shares at 15 to 307p, while Glaxo, up 1 more at 121p, were assisted by a broker's upgraded profits forecast. Vauxhall of a new drug left Fisons 7 dearer at 310p, while Exponent responded to the chairman's encouraging statement at the annual meeting with a rise of 10 to 115p. Buyers followed after the results, higher at 950p, after the previous day's bout of profit-taking. Barham firmed 10 more to 500p and Consultants rose 6 to 69p following the chairman's optimistic remarks regarding the company's new Bureau Service for stockbrokers. Renewed support lifted Rank's shares 3 to 125p, but Christie's International remained on offer and fell 15 further to 575p. Sizeable buying again developed of British Aerospace new early-placed shares which settled 3p firmer at 247p.

GRA Group rose 4 to 67p in

hand, a withdrawal of speculative support in the absence of any bid developments prompted a sharp reaction in Millers which fell 10 to 27p.

Elsewhere, Associated Dairies firmed 4 to 15p following the placing of 27m shares at 147p per share in connection with the agreed takeover of the top 1000 shares of the company.

Grand Metropolitan were given a strong boost by news of interim profits near the top of expectations and touched 320p prior to the rise to 317p.

On the other hand, Truistone Fortis shed 5 to 146p at talk that a broker had downgraded profit estimates. Ladbroke dipped to 265p following adverse Press comment, but a statement from the company restored confidence and the close was only 3p cheaper on balance at 267p.

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## Charter gave up 4 to 201p, while Consolidated Gold Fields eased 8 to 555p.

## This lower bullion price also took its toll of "down-under" Golds. Poseidon were 10 lower at 228p, Empress 7 off at 220p, and Gold Mines of Kalgoorlie 13 cheaper at 550p. Mr Paul Keating's mini-budget had a minimal effect on leading resource stocks which were affected more by the easier tone in Sydney and Melbourne markets. Losses of 6 were common to Western Mining, 237p, and CRA, 380p.

## Total contracts done in Traded Options amounted to 8,550. The introduction of dealings in British Aerospace options saw 636 calls and 574 puts struck, the majority of the latter being transacted in the August 420's. British Telecom recorded 67 calls, 405 in the August 160's, and 485 puts.

## Metropolitan recorded 903 and 765 calls respectively following the respective first-quarter and mid-term results.

## Continuing to respond to rumours concerning the possible sale of its Howard Johnson hotel and restaurant chain, Imps improved 2 more to 195p, after 180p, after 180p.

## Renewed demand ahead of the annual results, expected shortly, helped stockbrokers Smith Bros add 4 more for a two-day gain of 10 to 134p. Elsewhere in Financials, Britannia Arrow rose 3 to 104p and Henderson Administration gained 25 to 715p.

## Oils firm

## Excellent three-month figures Ultramar and the prospect of good first-quarter figures from British Petroleum made for a firm session in the Oil sector. Awaiting today's results, British Petroleum rose 13 to 583p.

## helped by news of a gas discovery in the Netherlands offshore block P/2a. First-quarter profits at the top of expectations, British Petroleum rose 13 to 583p.

## The range lifted Ultramar 12 to 242p. Recently-subdued Shell rose 10 to 710p; the group's three-month figures are awaited on May 22. LASHCO also gained 10, to 310p, in the wake of the successful rights issue.

## Secondary issues were quieter than of late, but Calsonic's offshore continued to attract buyers on takeover hopes and moved up 30 to 505p in a restricted market.

## Profit-taking in Golds

## Relatively buoyant over the past week, mining markets finally encountered profit-taking and prices gave ground across the board. The sharemarkets' reaction owed more to weaker bullion, finally 37.5 off at \$323.25 an oz, than to actual selling pressure.

## London stockbrokers took heed of earlier overnight advice from Wall Street, and, in the absence of interest from Johannesburg or the Continent, were generally cautious about up fresh positions as business wound down in front of today's Ascension Day holiday in many international centres. Share prices consequently drifted lower throughout the session. The FT Gold Mines index closed 14.4 down at 469.9.

## In Witwatersrand, dealings were suspended with the price at 471p; the shares have performed nervously at late following reports of problems concerning the company's accounts.

## London-domiciled Financials lost ground in line with bullion.

## NEW HIGHS AND LOWS FOR 1985

## NEW HIGHS (101)

## NEW LOWS (39)







1985		Stock	Price	+ or -	Div Yld	E/P	Gr's P/E	1985		Stock
High	Low							High	Low	

INSURANCES	81	70	84
	406	360	82
	57	91	84

1. *Chlorophyll a* (Chl *a*)

Price	+ Div	Div	Net	G'w	G'w	P/E	NR
14.5	1	1	1.37	1.3	7.7	14.5	1

Ever. Sp...	73	...	171	32	33
IC. H.J 10p...	382	-8	105	35	39
...	10	...	—	—	—

Low	Stock	Price	...	Net
50	Microsoft	58	...	99

65	60	Altitude Inc.	63
310	445	Do. Capital	405
		Do. Loans	220

Per	Gr	P/E	High	Low	Stock
25.0	—	270	241	Equity Convert Co.	

2	8.6	21.6	23	23	Barlow
	0.43	0.1	125	99	Barlow
	18.0	1.0	164	124	Barlow

256	+1	N1068	2.4	6.0	146
255	-5	F1295	0.9	4.2	65

10p	103	4.85	0.57	5.4
21p	121	8	—	15.2
25p	185	106.7c	1.6	4.2

Admission An Pet	120			
Annul Pet 20p	63	43		

336	West Rand R1 .....	367
-----	--------------------	-----

135	117	Alex Corp SA 51.50	Fin
-----	-----	--------------------	-----

880d 2.3 | 9.4

120	0750	21	27
171	0195	31	36

prospectus or other official estimates for 1984-  
field after pending scrip and/or rights issue.  
prospectus or other official estimates for 1984.



## WORLD STOCK MARKETS

## OVER-THE-COUNTER

Continued from Page 40

Stock	Sales (Hnds)	High	Low	Last	Chg
HBO	20,137	214	20 1/2	21	+ 1/2
HCC	10,107	10 1/2	10 1/4	10 1/4	+ 1/4
HCO	10,107	10 1/2	10 1/4	10 1/4	+ 1/4
HCO	10,107	10 1/2	10 1/4	10 1/4	+ 1/4
HCO	10,107	10 1/2	10 1/4	10 1/4	+ 1/4
HCO	10,107	10 1/2	10 1/4	10 1/4	+ 1/4
HCO	10,107	10 1/2	10 1/4	10 1/4	+ 1/4
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HCO	10,107	10 1/2	10 1/4	10 1/4	+ 1/4
HCO	10,107	10 1/2	10 1/4	10 1/4	+ 1/4

All of these securities having been sold, this announcement appears as a matter of record only.

U.S. \$75,000,000

Drexel Burnham Lambert Capital Corporation

11 1/2% Guaranteed Notes due May 15, 1990

Unconditionally Guaranteed by

The Drexel Burnham Lambert Group Inc.

and under a Surety Bond Issued by

The Aetna Casualty and Surety Company

**Drexel Burnham Lambert**  
INCORPORATED

Bankers Trust International Limited      Banque Paribas Capital Markets  
First Chicago Limited      Samuel Montagu & Co. Limited  
Union Bank of Switzerland (Securities) Limited      Algemene Bank Nederland N.V.  
Banque Bruxelles Lambert S.A.      Banque Internationale à Luxembourg S.A.  
Kuwait International Investment Co. s.a.k.      Nomura International Limited  
Svenska Handelsbanken Group      Swiss Bank Corporation International Limited

May, 1985

We are pleased to announce that

our current capital\* exceeds

\$735,000,000

The Drexel Burnham Lambert Group Inc.

May, 1985

\*Unaudited

## Indices

## NEW YORK DOW JONES

	May 15	May 14	May 13	May 12	May 11	May 10	1985	Since Completion
Industrials	1,200.32	1,212.3	1,217.5	1,214.18	1,200.38	1,201.78	1,200.38	41.22
Transport	613.7	609.72	617.38	617.80	604.30	594.08	603.30	12.32
Utilities	158.11	158.70	158.85	158.73	158.11	157.83	158.73	10.5
Trading vol	57.3m	65.6m	140.2	140.2m	101.3m	-	-	-
Ind Div Yield %								4.72
								4.72

## STANDARD AND POORS

	May 15	May 14	May 13	May 12	May 11	May 10	1985	Since Completion
Industrials	294.81	293.49	294.30	293.55	291.65	290.08	295.15	3.62
Composite	185.7	183.7	184.51	184.23	181.92	180.62	184.61	4.08
Ind div yield %								3.83
Ind P/E Ratio								12.84
Long Gov Bond Yield								11.33

## N.Y.S.E. ALL COMMON

	May 15	May 14	May 13	May 12	May 11	May 10	1985	Since Completion
Ind Div Yield %								3.83
Ind P/E Ratio								12.84
Long Gov Bond Yield								11.33

## RISKS AND FALLS

	May 15	May 14	May 13	May 12	May 11	May 10	1985	Since Completion
Ind Div Yield %								3.83
Ind P/E Ratio								12.84
Long Gov Bond Yield								11.33

## New York Active Stocks

	May 15	May 14	May 13	May 12	May 11	May 10	1985	Since Completion
Ind Div Yield %								3.83
Ind P/E Ratio								12.84
Long Gov Bond Yield								11.33

## TORONTO

	May 15	May 14	May 13	May 12	May 11	May 10	1985	Since Completion
Ind Div Yield %								3.83
Ind P/E Ratio								12.84
Long Gov Bond Yield								11.33

## MONTREAL

	May 15	May 14	May 13	May 12	May 11	May 10	1985	Since Completion
Ind Div Yield %								3.83
Ind P/E Ratio								12.84
Long Gov Bond Yield								11.33

## WORLD

	May 15	May 14	May 13	May 12	May 11	May 10	1985	Since Completion
Ind Div Yield %								3.83
Ind P/E Ratio								12.84
Long Gov Bond Yield								11.33

## \* Indicates pre-close figures

	May 15	May 14	May 13	May 12	May 11	May 10	1985	Since Completion
Ind Div Yield %								3.83
Ind P/E Ratio								12.84
Long Gov Bond Yield								11.33

## \* Indicates pre-close figures

	May 15	May 14	May 13	May 12	May 11	May 10	1985	Since Completion
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Ind P/E Ratio								12.84
Long Gov Bond Yield								11.33

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Ind Div Yield %								3.83
Ind P/E Ratio								12.84
Long Gov Bond Yield								11.33

## \* Indicates pre-close figures

	May 1
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## COMMODITIES AND AGRICULTURE

## Copper shortfall expected to continue

By Our Commodities Editor

PRODUCTION OF copper is likely to continue running well below consumption this year and possibly next, according to projections at this week's meeting of the International Wrought Copper Council held in Hamburg.

The Council, which brings together representatives of copper consumers in Europe and Japan with delegates from producing countries, noted that as a result of increased consumption and output cuts, there had been a "substantial" statistical deficit of about 375,000 tonnes of copper in 1984. Although production was expected to rise slightly this year, consumption was forecast to be virtually unchanged and as a result there would be a further shortfall of about 300,000 tonnes.

Present indications there would be a similar deficit in 1986.

● Metal Marketing Corporation of Zambia (Mimco) has appointed Marubeni Corporation as its exclusive distributor of cobalt in Japan. Mimco expects annual sales in Japan of no less than 300 tonnes will be facilitated.

## EEC fails to win butter deal approval

BY WILLIAM DUFFELL IN GENEVA

THE EUROPEAN Community yesterday failed to obtain approval under the General Agreement on Tariffs and Trade (GATT) to sell some of its surplus butter below the GATT minimum price.

The EEC has been hoping to sell the surplus butter to the Soviet Union and Iran with the aim of reducing the 500,000 tonnes of butter which it calculates will have been in stocks for more than 18 months by next year.

But other dairy exporters—in particular New Zealand—are anxious to ensure that such a sale does not further undermine the GATT's International Dairy Agreement (IDA), which stipulates minimum prices for international trade in butter.

Through it was later granted a waiver for the minimum price obligation for this deal, the Community's action sparked a wave of cut-price sales by other countries, including New Zealand and Australia, and the eventual withdrawal from the IDA by the U.S. and Australia.

Mr. Hart, the U.S. Minister of Agriculture, said the U.S. Dairy Products Council, which supervises the functioning of the IDA, yesterday studied proposals by the EEC for terms on which it could be given another waiver to sell old butter. But a decision was postponed when the representatives of New Zealand and Australia asked for more time to refer the issue to their governments.

The other exporters are looking for guarantees that traditional trade flows will not be disrupted. In coming weeks, the Council will also consider proposals to reduce the minimum price.

● The Irish Dairy Board increased its exports last year by 41 per cent to 121,050 tons and its group sales were up by 26 per cent to £280m. Its after-tax profit was unchanged from 1983 at £12.4m.

## Jamaica sets up bauxite marketing

By Our Commodities Staff

THE JAMAICAN Government and Baron Elie de Rothschild, the Swiss financier, have formed a company to market the island's bauxite and bauxite ore in Europe.

The Jamaica Overseas Investment Corporation, based in Zurich, will have a wholly-owned subsidiary, Jamaica Overseas Marketing, based in London.

Mr. Hugh Hart, Jamaica's Mining and Energy Minister, said the Rothschild Bank, owned by Baron de Rothschild, would provide finance for letters of credit.

Mr. Hart said two state-owned companies, the Petroleum Corporation of Jamaica and the local state-owned oil refinery, would each have 25 per cent holding in the new company, with Baron de Rothschild holding the other 50 per cent.

"All profits will be equally divided between the partners, but any and all losses will be borne entirely by Baron de Rothschild," Mr. Hart said.

The Minister said the European market had potential for Jamaica's bauxite, and that the local state-owned oil refinery needed more crude as it was operating below capacity.

● Investment demand for platinum as "a store of wealth" has risen strongly during the past three years, according to the first issue of an annual review, entitled "Platinum '85", published yesterday by Johnson Matthey.

The review estimates that since 1982 annual sales of platinum to small investors have risen from 45,000 ounces to 170,000 ounces last year. Demand was stimulated by the launch in Europe of small bars and coins in a bid to help the country's distressed sugar industry.

● The Philippines is to set up an 800m peso (£37m) project to produce ethanol from sugar cane in a bid to help the country's distressed sugar industry. President Marcos announced yesterday.

## Andrew Gowers reports on a threatened world shortage Poor crops put pepper in a pickle

THE VOLATILE world of spices has seen more than its fair share of ups and downs in the past few years. But the trade's alarm bells are ringing louder than ever as a result of a worsening shortage of pepper, which has caused wholesale prices to rocket to record levels in recent months.

A disastrous crop last year in Brazil and low harvests in the three other main producing countries have conspired to bring on the supply squeeze.

Prices of white pepper have doubled and those of black pepper have trebled over the past 18 months. The upward spiral has accelerated in recent weeks, as the extent of the deficit has become clearer.

Yesterday, India's Malabar black pepper for delivery in Europe this month was quoted at \$3,850 per tonne. Sarawak black pepper was around \$3,250 and the more mature white pepper was fetching \$3,825.

Meanwhile, the traditional gap between white and black peppers has narrowed significantly.

Estimates of supply and demand in the fragmented and relatively unsophisticated world pepper trade are notoriously unreliable. But pepper brokers and buyers believe that demand is certain to exceed supplies this year by a substantial margin.

"People are talking about a world shortage which may take years to get over," said Mr. Michael Marks, purchasing manager for leading British spice company, Paterson Jenks which sells Schwartz spices.

Worries about a pepper

shortage are not entirely new to the world market. As long ago as the autumn of 1983, prices surged following poor crops in Brazil and Indonesia.

It is estimated that supplies in 1983-84 fell below 100,000 tonnes, well short of traditional world consumption of up to 130,000 tonnes. But that season, consumers protected themselves from the full impact of the shortfall by drawing about

production in some countries and led to bad husbandry in others. The spice companies, the increase in the world price will also probably feed through into higher retail prices—although they are keen to point out that in real terms, prices are no higher than they were in the 1950s.

As to what happens after this year, opinions are divided. Optimists point to the possibility of relatively new suppliers such as China dramatically stepping up their production. They also forecast that the present price levels will eventually encourage traditional suppliers to boost output.

Pessimists underline the long lead-times involved in pepper production. It takes three years from planting for the first crop to appear, and the pepper vine does not attain its maximum yield until six years after that.

Pepper grows on vines which flourish only in tropical climates and at relatively high altitudes. The vast bulk is grown in four areas: Brazil's Amazon basin; Kerala state in southern India; Lampung and Muntilok, provinces in Indonesia; and Sarawak in Malaysia.

Other producers, such as China, Madagascar and Sri Lanka, account for only a tiny proportion of world output.

But all the big four have had their problems. In Sarawak, output has been declining for several years. Farmers have been encouraged to grub up their vines and substitute more lucrative crops such as palm oil and cocoa.

Brazil and Indonesia have suffered from drought, while the crop in India—traditionally the largest producer—was hit by heavy monsoon rains between February and August last year.

In any case, India does not have much available for export to the world market because of heavy domestic consumption and a barter deal with the Soviet Union which ties up a large proportion of its crop

EXPORTABLE PRODUCTION (metric tonnes)

	1982-83	1983-84	1984-85
Brazil	40,000	22,000	30,000
India	31,500	22,000	16,000
Indonesia	38,000	26,000	26,000
Malaysia	21,000	18,000	17,000
Others	4,000	6,000	9,000

Source: Man Production, Rotterdam

20,000 tonnes from a large stockpile built up during the late 1970s, and prices eventually drifted down again.

Following four successive years in which the trade has dipped into stocks, that shield no longer exists, and the market could be facing a shortage of as much as 38,000 tonnes.

Man Products of Rotterdam, which claims to be the world's biggest pepper dealer, estimates that production will remain well short of demand—at a maximum of 110,000 tonnes—through the next marketing year.

Although some other spice traders are little more than guinea pigs, none of them is predicting adequate supplies.

In a sense, the pepper market is merely feeling the after-effects of years of relatively low prices, which have discouraged

Britain's Agricultural and Food Research Council may reduce the number of its research institutes from 27 to 10 as part of a management shake-up proposed in a discussion paper this week.

The plan has been proposed in response to the fall in Government funds available for agricultural research, and is designed to increase the Council's flexibility.

Existing institutes would be amalgamated into large units with specific areas of responsibility, and the number of directors would be reduced from 27 to 10 or fewer.

"We are trying to cut the cost of overheads," said Mr. John H. A. C. Secretary.

"We don't want to end up with 27 half-empty institutes because there is not enough funding."

The Council also wants to devote more attention to the broader field of biotechnology and to research with relevance for developing countries.

## Index aims to fill oil price gap

"The International Petroleum Exchange doesn't intend to make judgments on oil in industry trends; all we are doing is providing an average price from available data that may become the basis for a new London crude futures contract," Mr. Michael Gowers, chief executive of the IPE, was explaining yesterday why the Exchange had decided to start publishing its own daily price index for 15-day cargoes for Brent blend crude, ex Sullom Voe.

He said the decision to scrap the British National Oil Corporation meant there would be no identifiable pricing basis for Brent. At the same time the rising use of the spot oil market, and the divergence during the winter months of the West Texas Intermediate price in the U.S. from the rest of the world,

had increased interest in an internationally priced crude futures contract.

Many oil trading companies are already using media prices for contract sales and purchases, but the IPE was not prepared to launch a crude contract until it was assured of sufficient support from the industry for the index and a cash settlement market.

The IPE index, which will be based mainly on data from Petrofash, Petroleum Argus and London Oil Reports, will be tested for two months before deciding whether changes are needed or whether to go ahead with a crude contract.

If a cash settlement system proves unacceptable, another idea being investigated is whether one of the big oil trading companies will act as

"banker" agreeing to honour, for a fee, any outstanding buy or sell futures transactions due for delivery. This would overcome the problem that the IPE wants to base a crude contract on lots of 1,000 barrels, while the standard cargoes traded of Brent are 600,000 barrels.

● U.S. crude oil stocks fell last week after rising for four consecutive weeks. They declined by nearly 2.6m barrels to 346.5m barrels. This time last year stocks stood at 352.5m barrels, according to the American Petroleum Institute.

Crude oil imports rose slightly to 3.6m barrels, about the same level they were last year. They had dropped to 3m barrels the previous week.

U.S. crude oil production hit the 9m barrel mark for the first time in the recent past.

## LONDON MARKETS

## BASE METALS

LME prices supplied by Amalgamated Metal Trading

## ALUMINIUM

Unofficial + or - High/Low  
Cash 1289.9 +18.5 -  
3 months 1291.2 +9.3 1289.1/90.1

Official closing (am): Cash 1290.5 (1289.1); three months 1291.2 (1289.1); settlement 1291.2 (1289.1). Final Kib close: 1291.2 (1289.1).

## COPPER

Unofficial + or - High/Low  
Cash 1289.9 +18.5 -  
3 months 1291.2 +9.3 1289.1/90.1

Official closing (am): Cash 1290.5 (1289.1); three months 1291.2 (1289.1); settlement 1291.2 (1289.1). Final Kib close: 1291.2 (1289.1).

## LEAD

Unofficial + or - High/Low  
Cash 1289.9 +18.5 -  
3 months 1291.2 +9.3 1289.1/90.1

Official closing (am): Cash 1290.5 (1289.1); three months 1291.2 (1289.1); settlement 1291.2 (1289.1). Final Kib close: 1291.2 (1289.1).

## NICKEL

Unofficial + or - High/Low  
Cash 1289.9 +18.5 -  
3 months 1291.2 +9.3 1289.1/90.1

Official closing (am): Cash 1290.5 (1289.1); three months 1291.2 (1289.1); settlement 1291.2 (1289.1). Final Kib close: 1291.2 (1289.1).

## TIN

Unofficial + or - High/Low  
Cash 1289.9 +18.5 -  
3 months 1291.2 +9.3 1289.1/90.1

Official closing (am): Cash 1290.5 (1289.1); three months 1291.2 (1289.1); settlement 1291.2 (1289.1). Final Kib close: 1291.2 (1289.1).

## ZINC

Unofficial + or - High/Low  
Cash 1289.9 +18.5 -  
3 months 1291.2 +9.3 1289.1/90.1

Official closing (am): Cash 1290.5 (1289.1); three months 1291.2 (1289.1); settlement 1291.2 (1289.1). Final Kib close: 1291.2 (1289.1).

## MAIN PRICE CHANGES

In tonnes unless otherwise stated

## METALS

Aluminium 1289.9 +18.5 -  
Copper 1289.9 +18.5 -  
Lead 1289.9 +18.5 -  
Nickel 1289.9 +18.5 -  
Tin 1289.9 +18.5 -  
Zinc 1289.9 +18.5 -

## GRAINS

Wheat 1289.9 +18.5 -  
Barley 1289.9 +18.5 -  
Oats 1289.9 +18.5 -  
Rye 1289.9 +18.5 -  
Sorghum 1289.9 +18.5 -  
Maize 1289.9 +18.5 -

## COCAOA

Cocoa 1289.9 +18.5 -  
Cocoa beans 1289.9 +18.5 -  
Cocoa paste 1289.9 +18.5 -  
Cocoa butter 1289.9 +18.5 -  
Cocoa shells 1289.9 +18.5 -  
Cocoa husks 1289.9 +18.5 -

## SUGAR

Sugar 1289.9 +18.5 -  
Sugar cane 1289.9 +18.5 -  
Sugar beet 1289.9 +18.5 -  
Sugar molasses 1289.9 +18.5 -  
Sugar waste 1289.9 +18.5 -  
Sugar trash 1289.9 +18.5 -

## RUBBER

Rubber 1289.9 +18.5 -  
Rubber latex 1289.9 +18.5 -  
Rubber sheets 1289.9 +18.5 -  
Rubber gloves 1289.9 +18.5 -  
Rubber bands 1289.9 +18.5 -  
Rubber hoses 1289.9 +18.5 -

## PEPPER

Pepper 1289.9 +18.5 -  
Black pepper 1289.9 +18.5 -  
White pepper 1289.9 +18.5 -  
Pink pepper 1289.9 +18.5 -  
Green pepper 1289.9 +18.5 -  
Red pepper 1289.9 +18.5 -

## SPICES

Spices 1289.9 +18.5 -  
Cloves 1289.9 +18.5 -  
Cardamom 1289.9 +18.5 -  
Cinnamon 1289.9 +18.5 -  
Fenugreek 1289.9 +18.5 -  
Mustard 1289.9 +18.5 -

## HONEY

Honey 1289.9 +18.5 -  
Clover honey 1289.9 +18.5 -  
Buckwheat honey 1289.9 +18.5 -  
Lavender honey 1289.9 +18.5 -  
Manuka honey 1289.9 +18.5 -  
Wildflower honey 1289.9 +18.5 -

## WAX

Wax 1289.9 +18.5 -  
Beeswax 1289.9 +18.5 -  
Carnauba wax 1289.9 +18.5 -  
Candelilla wax 1289.9 +18.5 -  
Gourard wax 1289.9 +18.5 -  
Myrtle wax 1289.9 +18.5 -

## ESSENTIAL OILS

Essential oils 1289.9 +18.5 -  
Lavender oil 1289.9 +18.5 -  
Eucalyptus oil 1289.9 +18.5 -  
Peppermint oil 1289.9 +18.5 -  
Tea tree oil 1289.9 +18.5 -  
Citrus oil 1289.9 +18.5 -

## VITAMINS

Vitamins 1289.9 +18.5 -  
Vitamin A 1289.9 +18.5 -  
Vitamin B 1289.9 +18.5 -  
Vitamin C 1289.9 +18.5 -  
Vitamin D 1289.9 +18.5 -  
Vitamin E 1289.9 +18.5 -

## MINERALS

Minerals 1289.9 +18.5 -  
Calcium 1289.9 +18.5 -  
Iron 1289.9 +18.5 -  
Magnesium 1289.9 +18.5 -  
Potassium 1289.9 +18.5 -  
Sodium 1289.9 +18.5 -

## FERTILISERS

Fertilisers 1289.9 +18.5 -  
Nitrogen 1289.9 +18.5 -  
Phosphorus 1289.9 +18.5 -  
Potassium 1289.9 +18.5 -  
Sulphur 1289.9 +18.5 -  
Zinc 1289.9 +18.5 -

## PESTICIDES

Pesticides 1289.9 +18.5 -  
Insecticides 1289.9 +18.5 -  
Fungicides 1289.9 +18.5 -  
Herbicides 1289.9 +18.5 -  
Rodenticides 1289.9 +18.5 -  
Nematicides 1289.9 +18.5 -

## FUNGICIDES

Fungicides 1289.9 +18.5 -  
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Fungicides 1289.9 +18.5 -  
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## RODENTICIDES

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